



## MARCH 2018 MARRIOTT REWARDS EMAIL PROGRAM REVIEW

June 22, 2018

*yes*

# TODAY'S AGENDA

## Mar '18 Program Review

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

## Available Mar '18 Campaign Reviews

- eNews
- Hotel Specials
- Destinations
- Solos
- Lifecycle

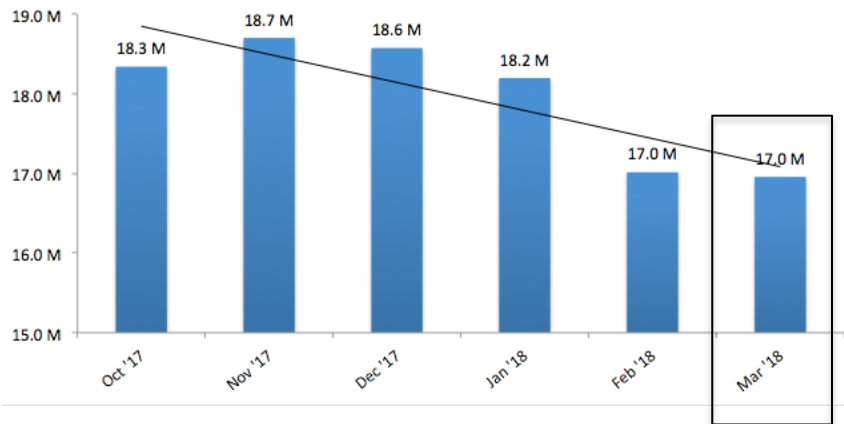


# MARCH 2018 EMAIL PROGRAM SUMMARY

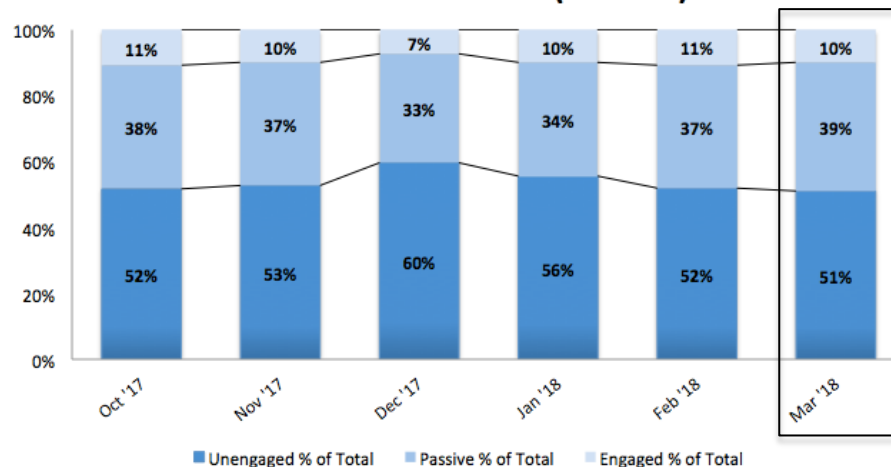
# EMAIL ENGAGEMENT REPORT

- Regional exclusions contributed to decline in # of members receiving email
- 49% of members are engaged in MR emails (up 2% MoM)
- Unengaged audience is the lowest % in the last 12 months

### # of MR Members Received 1+ Emails



### % of Email Interaction (MR Mbr)



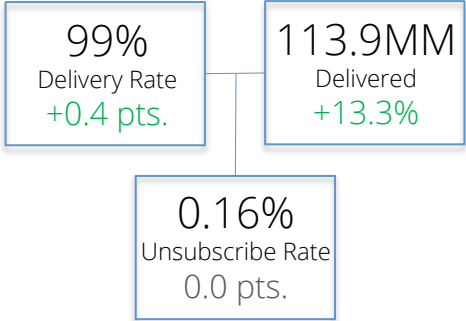
\*Report Key:

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

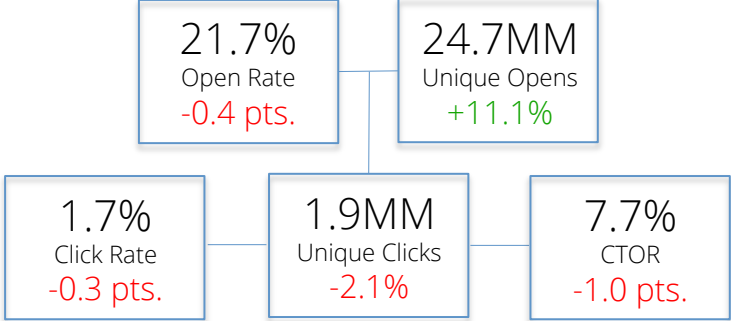
# MARCH 2018 EMAIL PROGRAM PERFORMANCE

- Overall decline in most KPI's heavily impacted by declines in eNews & MRCC engagement
- Destinations, Solos, and Lifecycle continued strong performance
- Increased delivered volume led to an increase in unique opens, but did not translate into increased bookings

## Audience



## Engagement



## Financial



Comparison against 12-month average  
Using EIR Financial Data

		Hotel							
		Program	eNews	Specials	Dest.	Solos	Lifecycle	MRCC	METT
Audience	Audience*	20.1 M +1.0%							
	Total Delivered	113.9 M 13.3%	14.9 M -3.0%	8.8 M -14.7%	14.1 M 6.6%	46.1 M 42.8%	7.3 M 2.3%	15.5 M -5.5%	7.4 M 23.2%
	Unsub Rate	0.16% 0.0 pts	0.10% 0.0 pts	0.17% 0.0 pts	0.14% 0.0 pts	0.13% -0.0 pts	0.33% 0.1 pts	0.22% -0.0 pts	0.21% 0.0 pts
	Delivery Rate	99% 0.4 pts	99% 0.4 pts	99% 0.2 pts	99% 0.0 pts	100% 0.5 pts	97% 0.3 pts	99% 0.0 pts	99% 1.1 pts
Engagement	Open Rate	21.7% -0.4 pts	18.0% -4.4 pts	19.7% 2.1 pts	20.4% -0.7 pts	23.3% 0.4 pts	27.8% 0.9 pts	19.6% -1.7 pts	22.0% -1.2 pts
	Opens	24.7 M 11.1%	2.7 M -21.9%	1.7 M -4.6%	2.9 M 3.2%	10.7 M 45.0%	2.0 M 5.7%	3.0 M -13.1%	1.6 M 17.0%
	Click Rate	1.7% -0.3 pts	1.3% -1.6 pts	1.5% 0.2 pts	2.0% 0.8 pts	1.5% -0.5 pts	6.3% 0.7 pts	0.5% -0.1 pts	0.6% -0.2 pts
	Unique Clicks	1.9 M -2.1%	195.1 K -56.1%	131.9 K -4.9%	277.3 K 74.5%	712.6 K 10.2%	457.0 K 14.5%	82.8 K -20.3%	40.8 K -13.2%
	Click to Open Rate	7.7% -1.0 pts	7.3% -5.7 pts	7.6% -0.0 pts	9.7% 3.9 pts	6.6% -2.1 pts	22.6% 1.8 pts	2.7% -0.2 pts	2.5% -0.9 pts
Financial	Bookings	152.1 K -9.4%	21.2 K -49.7%	10.0 K -14.3%	15.9 K 59.6%	65.0 K 2.1%	27.6 K 8.3%	8.3 K -16.8%	4.0 K -17.3%
	RoomNights	355.5 K -8.0%	50.7 K -48.0%	22.1 K -17.1%	38.2 K 65.4%	149.9 K 3.3%	67.9 K 9.9%	17.3 K -18.4%	9.3 K -13.8%
	Revenue	\$55.5 M -5.4%	\$8.1 M -46.1%	\$3.4 M -15.6%	\$6.3 M 74.9%	\$23.3 M 5.8%	\$10.5 M 12.4%	\$2.4 M -19.6%	\$1.5 M -8.3%
	Conversion Rate	8.0% -0.6 pts	10.9% 1.4 pts	7.6% -0.8 pts	5.7% -0.5 pts	9.1% -0.7 pts	6.0% -0.3 pts	10.0% 0.4 pts	9.7% -0.5 pts
	Bookings per Delivered(K)	1.3 -20.0%	1.4 -48.1%	1.1 0.5%	1.1 49.7%	1.4 -28.5%	3.8 5.8%	0.5 -12.0%	0.5 -32.9%

- 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

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

### Executive Dashboard:

Destinations and Lifecycle performed well against 12 month rolling average and also MoM

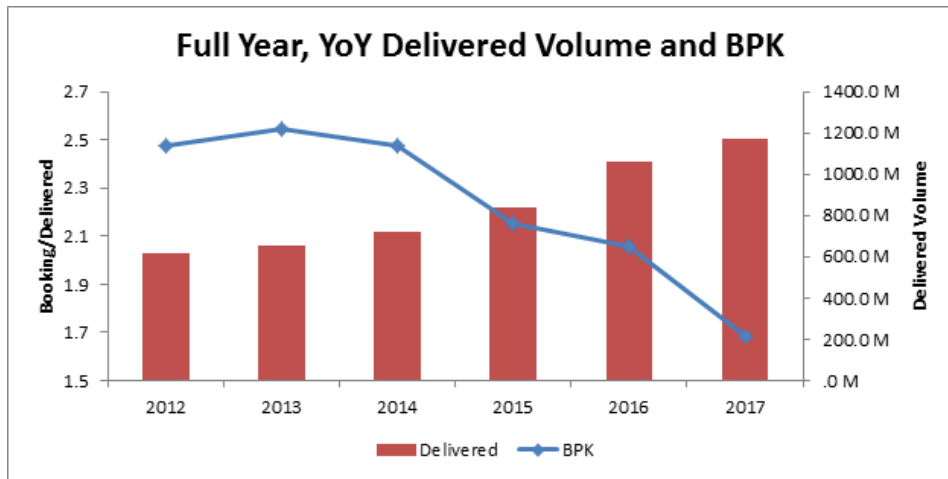
- Lifecycle performance driven by Welcome emails

Successful Solo performance continued but wasn't enough to close the gap from eNews and MRCC

- MRCC acquisitions still above goal despite email KPI's

## BPK DOWN 20% MONTH OVER MONTH

Booking/Delivered				
	Jan	Feb	Mar	Annual Avg.
2015	3	2.9	2.3	2.2
2016	2.1	2.2	2.1	2.1
2017	2.4	1.8	1.7	1.7
2018	2.1	1.8	1.3	-

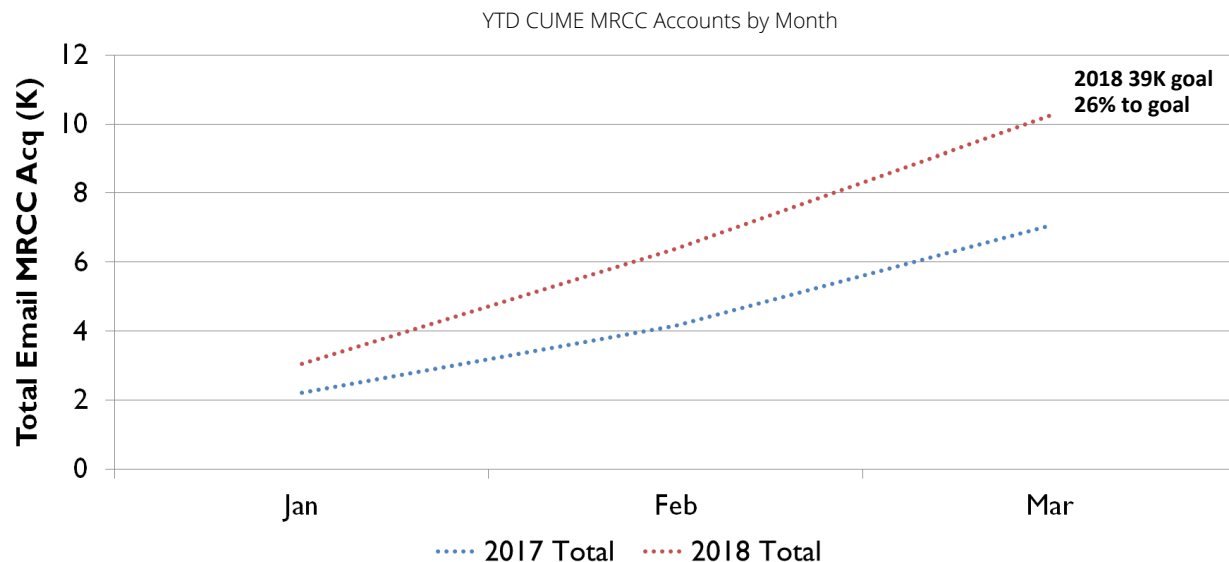


March bookings per thousand delivered (BPK) have been consistently lower than January & February since '15

The decline seems to be reflecting a larger Booking/Delivered trend

Shift reflects change in email focus to non-booking program benefits

## MRCC ACQUISITIONS 6% ABOVE GOAL



YTD, cumulative MRCC acquisitions are 6% ahead of goal and up 45% YoY

March generated 893 (30%) more acquisitions than the 12-month avg

- Solo and Confirmation emails generated the most acquisitions since before Jan '16
- Refer-a-friend acquisition volume was 24% above avg

Establishing process to improve targeting with propensity models & bank data; setting up cadence for resends

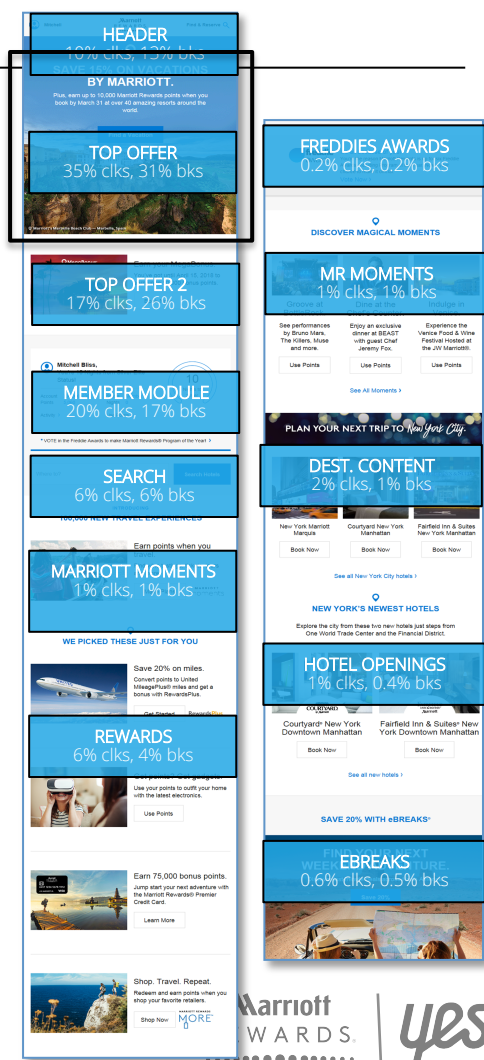
## KEY STORYLINES

1. eNews Vacation offer drove wins for partner but lows for email KPI's
2. Destinations performance improved with launch of summer series
3. Drive Bookings Solo drove incremental revenue but lower CTO & conversion rates than previous efforts

# VACATION OFFER DROVE WINS FOR PARTNER BUT CAMPAIGN LOWS

## eNews Campaign highlights:

- Fewer Top Offer clicks which drove interest up in other sections, but not enough to lift overall campaign
  - Delivered counts down 3%; regional exclusions are still a factor
  - Open & click rates down vs. 12 month avg which bumped conv. rate up to 0.9%
  - Subject line featured offer of 10K pts., but points not enough to drive interest
- eNews proven to drive engagement for business partners
  - Feature offer from Vacations by Marriott
  - VBM tracked ~\$237K in booked room revenue (up 92% YOY)
  - Single-day booking volume (eNews launch day) exceeded VBM's previous record by 16% (set on Cyber Monday 2017)
  - Consider testing other placements or modules for support without sacrifice of email clicks

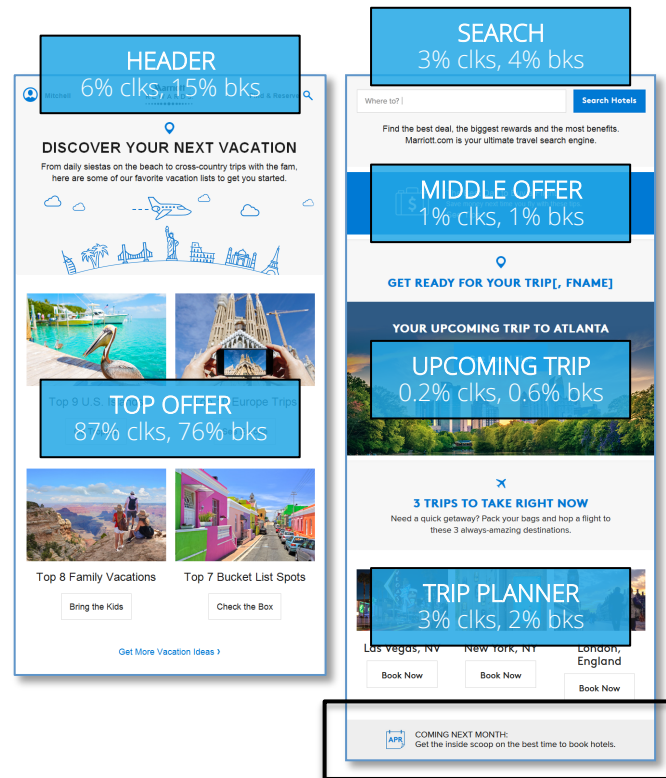




# DESTINATIONS KPI'S IMPROVED WITH LAUNCH OF SUMMER TRAVEL SERIES

## Destination Campaign highlights:

- Total click volume up 75% compared to avg.
  - Top offer drove 87% of the clicks and contributed to the 50% BPK increase vs. avg.
  - Used winning 2-up & list styles headlines
- Launched summer travel planning series (Mar-May)
  - Top Offer drove highest clicks since campaign launch (Mar '16)
- First time highlighting next month's content as teaser in bottom module
  - Look at repeat engagers MoM during series to understand impact



# 13.6K INCREMENTAL BOOKINGS & \$5.3M FROM BOOKING FOCUSED SOLO

## Solo Campaign highlights:

- Incremental promo engagement from MegaBonus content but not enough to lift campaign
  - Possible seasonality play + impact from eNews Top Offer 2 placement 2 days prior
- Destination Content was targeted leveraging propensity models and Wylei optimization (drove 36.4% CTR lift)
- All bottom offers had similar conversion rates; eBreaks had the 2nd most section clicks but didn't include the name 'eBreaks'
  - Consider ramping up offer pool and improve targeting to combat seasonal impacts

Drive Bookings Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Mar '18	14.0 M	13.6 K	\$5.2 M	20.2%	6.4%	7.5%	1.0
Sep '17	10.5 M	12.6 K	\$4.8 M	17.4%	6.9%	10.0%	1.2
Aug '17	9.6 M	18.3 K	\$6.4 M	24.2%	9.3%	8.4%	1.9

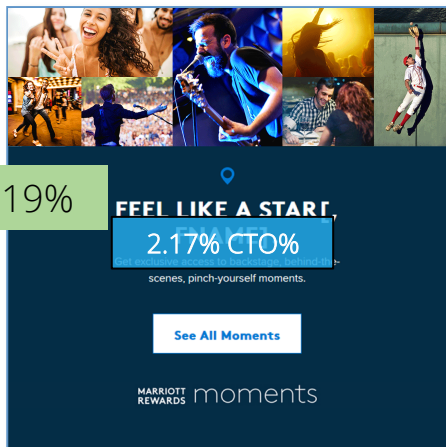
The image displays two mobile app interfaces for Marriott Rewards. The left screenshot shows a 'MegaBonus' campaign with a 'KEEP EARNING BONUS POINTS' message, a 'TOP OFFER' of 41% clicks and 47% bookings, and a 'MEMBER MODULE' with 15% clicks and 17% bookings. Below these are sections for 'EXPLORE. BOOK. EARN.' and 'DESTINATION CONTENT' (19% clicks, 9% bookings). The right screenshot shows a 'TAKE YOUR LINEUP ON THE ROAD' section with 'NCAA MEMBER RATES' (1% clicks, 2% bookings), 'EXPLORE YOUR WORLD FOR LESS' with various savings (20% at Resorts, 30% in Europe, 10% in Egypt), and a 'BREAKFAST OFFER' (0.8% clicks, 0.6% bookings). The bottom of the right screenshot features the Marriott Rewards logo and a 'yes' logo.

# MARCH TESTING & OPTIMIZATION SUMMARY

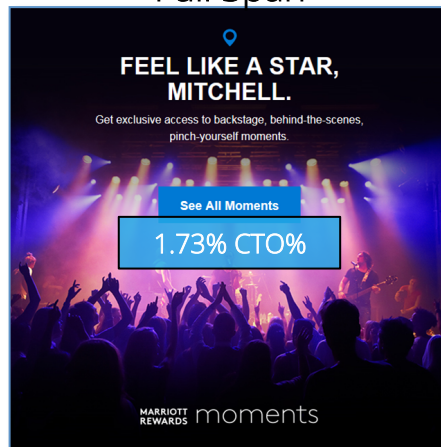
- MOMENTS SOLO: Top Offer Creative
- HOTEL SPECIALS: Day of the Week Deployment
- DESTINATIONS: Day of the Week Deployment
- SUBJECT LINE TESTS
- SMARTMATRIX TESTS
  - Drive Bookings
  - eNews

## ANIMATED MOSAIC CREATIVE DROVE HIGHER CTO IN MARCH MOMENTS SOLO (LOW GROUP)

### Animated Mosaic



### Full Span



Mar '18 Moments Solo Top Offer	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Mosaic	695.4 K	510	\$184.1 K	46.8%	3.8%	4.1%	17.9
Full Span	695.4 K	488	\$156.5 K	47.0%	3.7%	4.0%	17.5

Top offer tested animated mosaic and full span hero treatments for a third consecutive month

### Results:

- Mosaic treatment generated a 3% higher CTO on a campaign level\*
- Mosaic treatment generated a 19% higher CTO on a link level\*
- Mosaic outperformed full span hero treatment in Jan & Feb '18 tests also

### Recommendation:

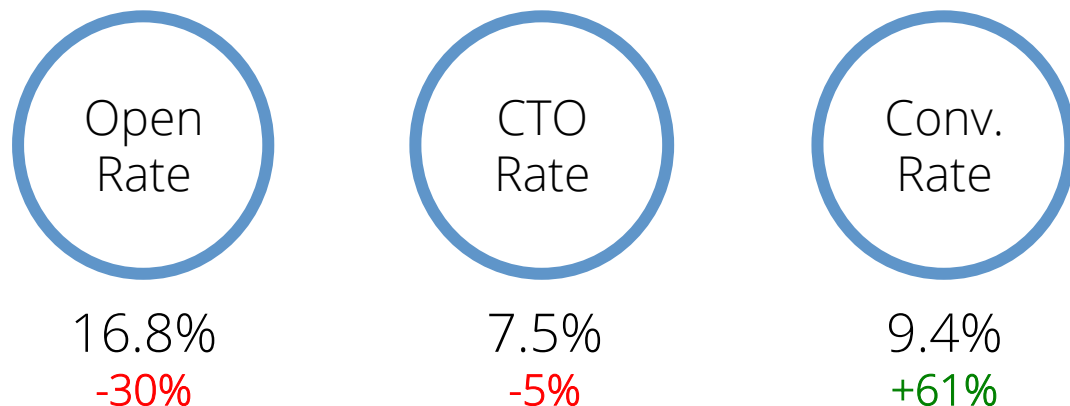
- Leverage animated mosaic treatment in Solos moving forward

\*Results statistically significant

## HOTEL SPECIALS DAY OF THE WEEK TEST #3:

### 8% LIFT IN BPK

#### Friday vs. Tuesday Deployment



Test Summary	Open%	CTO%	Conv%
Jan '18	+2%	-2%	+7%
Feb '18	-4%	0.0%	+14%
Mar '18	-30%	-5%	+61%
Jan-Mar '18	-11%	-2%	+25%

A/B day-of-week deployment test to lift CTO and conversion rates

- Friday (3/23/18)
- Tuesday (3/27/18)

#### Results:

Friday deployment generated a higher BPK (+8%)\*; conversion was 61% higher\*

Jan-Mar '18: Friday conv% was 25%\* higher, BPK was 9%\* higher

#### Recommendation:

Change Hotel Specials deployment date to Fridays and monitor Conv% and BPK for lift

Lift open rates by targeting non-openers with intriguing style SL

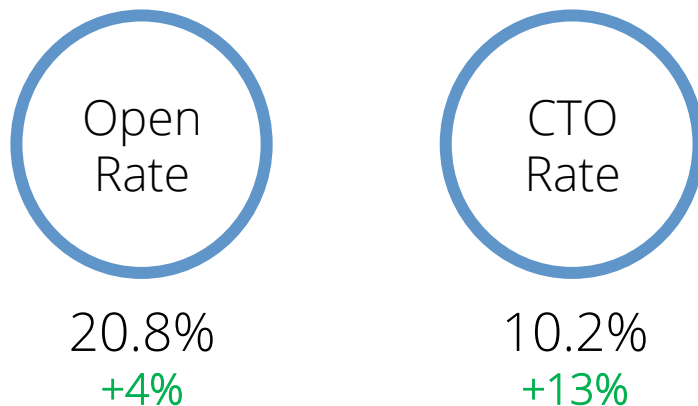
Improve CTO rates targeted curated offers with member data

\*Results statistically significant

## DESTINATIONS DAY OF WEEK TEST #2:

### 13% HIGHER CTOR ON SATURDAY VS. FRIDAY

Saturday vs. Friday Deployment



Test Summary	Open%	CTO%
Feb '18	+2%	+8%
Mar '18	+4%	+13%

A/B day-of-week deployment test conducted to lift CTOR

- Friday (3/2/18)
- Saturday (3/3/18)

Saturday deployment generated higher KPI's across the board

- Open%: +4%\*
- CTO%: +13%\*
- Conv%: +16%\*
- BPK: +37%\*

Plan to continue testing in April

\*Results statistically significant

## SUBJECT LINE TESTING

### Destinations:

- Let's Talk Vacation (+0.5 pts.)\*
- Your Vacation Planner

### Freddies Reminder Solo:

- Time is Running Out to Cast Your Vote! (+0.1 pt.)\*
- ✓Time is Running Out to Cast Your Vote!

### Freddies Reminder Solo (Spanish):

- ¡Se acaba el tiempo para votar! (+0.1 pt.)\*
- ✓¡Se acaba el tiempo para votar!

### Descriptors of winning subject line:

Winning subject line has a more conversational, personal tone

Tested addition of the emoji, the difference was small but statistically significant

Tested addition of the emoji, the difference was not statistically significant

## SUBJECT LINE TESTING

### MRCC Canada Winback:

- Just for You! (+0.7 pts.)
- Don't Miss Out!

### MB Registration Reminder Solo (Spanish):

- Usted es apto para MegaBonus (+0.5 pts.)
- Accion requerida: 50.000 puntos adicionales podrian ser suyos

### eNews (UK):

- [FNAME], Discover the UK with rates from £64 (+0.8 pts.)\*
- Discover the UK with rates from £64

### eNews (German):

- Ihr aktueller Kontostand - Jetzt Osterangebote nutzen (+6.3 pts.)\*
- Jetzt Osterangebote nutzen

### Descriptors of winning subject line:

Exclusivity and use of “you” in SL produced a slight lift over the FOMO copy in second SL

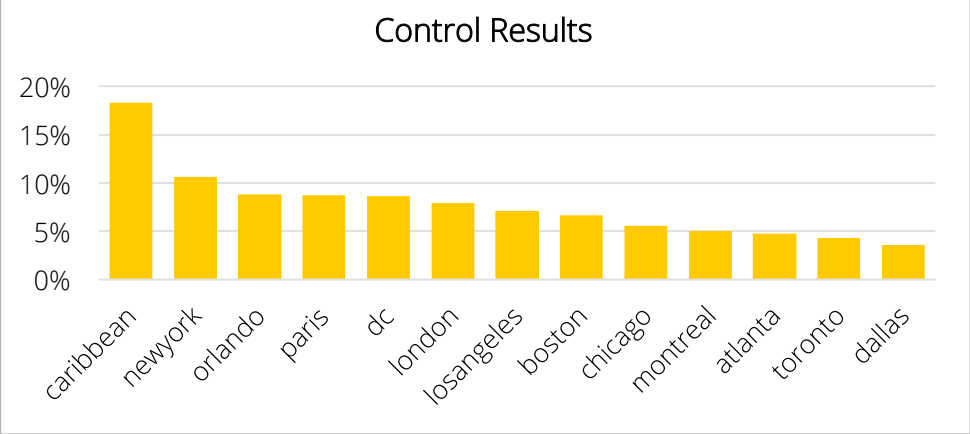
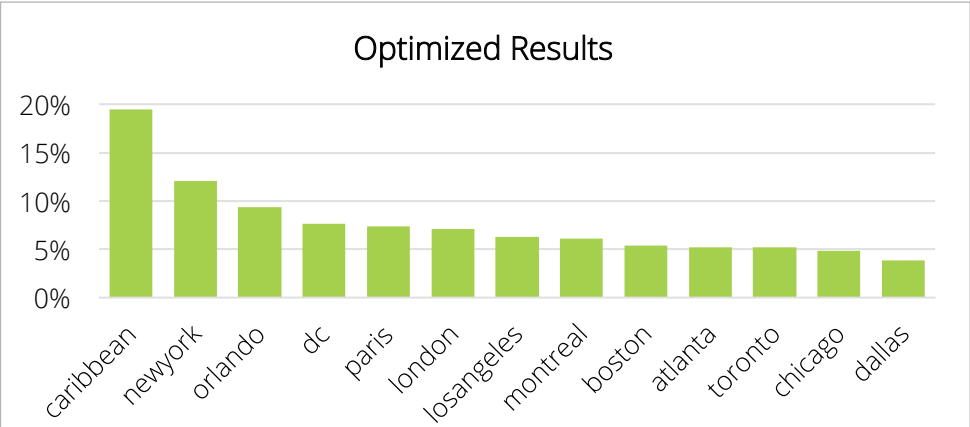
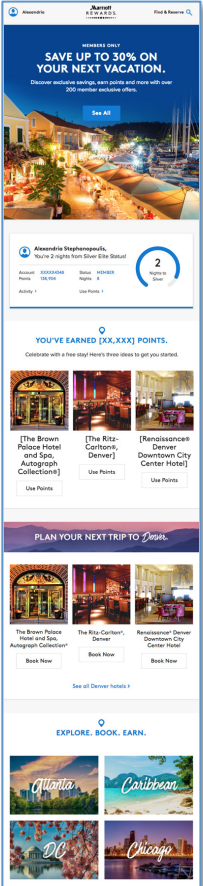
“Action Required” had a slightly lower open rate; the top version also used the generic personalization of “you”

In the UK test, including a first name provided a slight lift over the control

The longer subject line with the introductory text “Your current account balance” produced *significant* lift



# MARCH DRIVE BOOKINGS SOLO – SMARTMATRIX – 36.4% CTOR LIFT

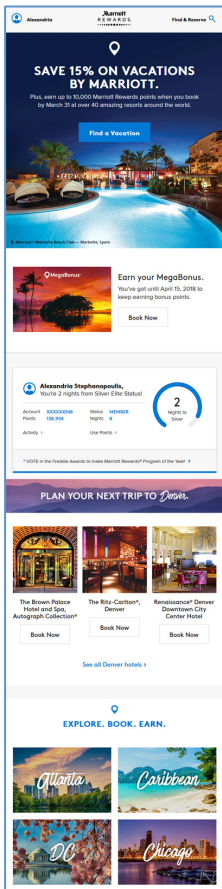


### OPTIMIZED vs CONTROL LIFT

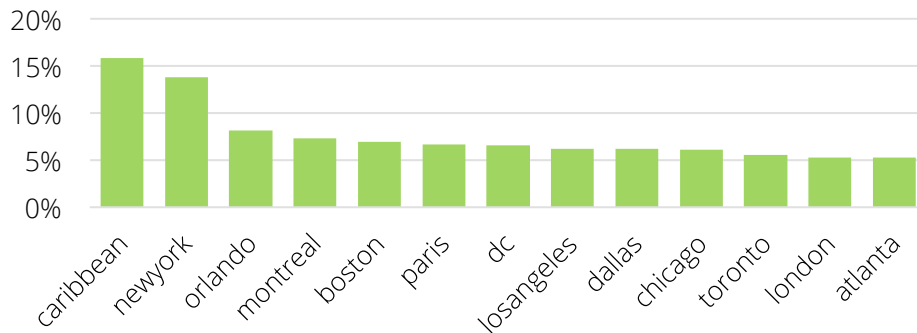
Optimized	1.31%	36.4% Lift
Control	0.96%	

Segment	Opens	Clicks	CTOR	LIFT	95%+ Stat Sig
Control	229,205	2202	0.96%		
Optimized	1,257,395	16482	1.31%	36.4%	YES

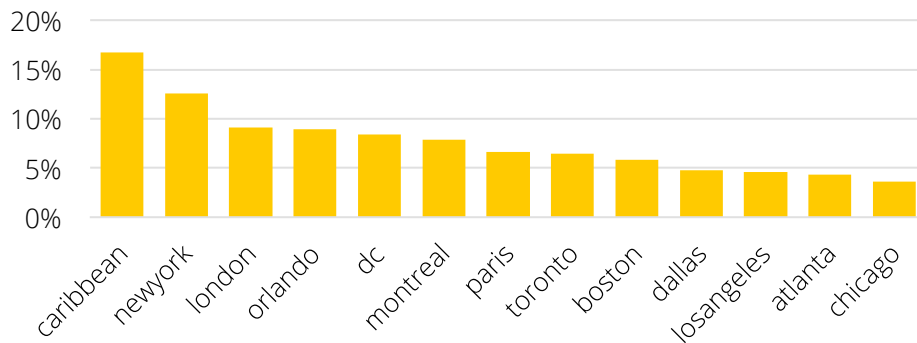
# MARCH ENEWS – SMARTMATRIX – 47.9% CTOR LIFT



## Optimized Results



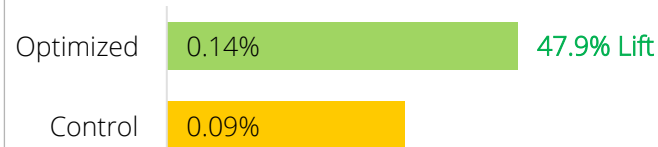
## Control Results



## TOP 4 PERFORMING IMAGES



## OPTIMIZED vs CONTROL LIFT



Segment	Opens	Clicks	CTOR	LIFT	95%+ Stat Sig
Control	168,088	156	0.09%		
Optimized	912,360	1252	0.14%	47.9%	YES

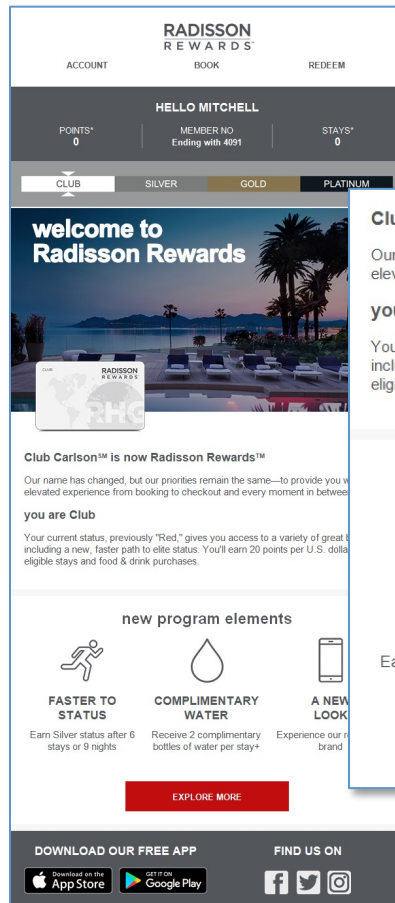
# ACTIONABLE INSIGHTS

# RECOMMENDATIONS

- Lift campaign and Top Offer section CTOR by using animated mosaic treatment in Moments Solo/Low segment moving forward
- Explore send day optimization with other campaigns, as we've seen significant impacts with Hotel Specials and Destinations
- Optimize Hotel Specials open and click rates using member data to improve targeting; for example -
  - Use near-term travel CEI to tailor subject line and content to those with a likelihood of traveling within the next 10 days: "Your Next Trip Inside: July Travel Deals"
  - Lift clicks by using credit card propensity to target top deciles with MRCC acquisition
- Personal and conversational subject lines like "Let's Talk Vacation" drive higher open rates with Destinations; continue testing style to see trends

# INDUSTRY INSIGHTS

# CLUB CARLSON BECOMES RADISSON REWARDS



## Club Carlson<sup>SM</sup> is now Radisson Rewards<sup>TM</sup>

Our name has changed, but our priorities remain the same—to provide you with an elevated experience from booking to checkout and every moment in between.

### you are Club

Your current status, previously "Red," gives you access to a variety of great benefits, including a new, faster path to elite status. You'll earn 20 points per U.S. dollar spent on eligible stays and food & drink purchases.

## new program elements



### FASTER TO STATUS

Earn Silver status after 6 stays or 9 nights



### COMPLIMENTARY WATER

Receive 2 complimentary bottles of water per stay+



### A NEW LOOK

Experience our refreshed brand

[EXPLORE MORE](#)





# CREDIT CARDS

## Hilton

[account login](#)

### Earn

**60,000 Bonus Points with the NEW Hilton Honors American Express Card**

Offer ends May 9, 2018<sup>1</sup>  
Terms Apply

No Annual Fee<sup>1</sup> DoubleTree Resort by Hilton Hotel Caracas, Peru

### The New Hilton Honors Card

<p><b>earn 7X Bonus Points</b></p> <p>for each dollar of eligible purchases charged on your Card directly with a hotel or resort within the Hilton portfolio<sup>2</sup></p>	<p><b>earn 5X Bonus Points</b></p> <p>for each dollar of eligible purchases on your Card at U.S. supermarkets, at U.S. supermarkets, and at U.S. gas stations<sup>3</sup></p>	<p><b>earn 3X Bonus Points</b></p> <p>for all other eligible purchases on your Card<sup>4</sup></p>
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[learn more](#)

Earn 60,000 Bonus Points after you spend \$1,000 in purchases on the Card within your first 3 months of Card Membership.<sup>2</sup>

[account login](#)

### Earn

**up to 100,000 Bonus Points with the Hilton Honors American Express Ascend Card**

Terms Apply Conrad Bora Bora Nui

### The New Hilton Honors Ascend Card

<p><b>earn 75,000 Bonus Points</b></p> <p>after you spend \$2,000 in purchases with your Card within the first 3 months of Card Membership</p>	<p><b>earn 25,000 Bonus Points</b></p> <p>after you spend an additional \$1,000 in purchases with your Card within the first 6 months of Card Membership<sup>1</sup></p>	<p><b>earn 12X Bonus Points</b></p> <p>for each dollar of eligible purchases charged on your Card directly with a hotel or resort within the Hilton portfolio<sup>2</sup></p>
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[learn more](#)

Annual Membership Fee: \$95<sup>1</sup>

## Refer a Friend

[account login](#)

### Refer a Friend, get rewarded

**Earn 15,000 Points for approved referrals to the Hilton Honors Card, up to 80,000 Points**

[refer now](#)

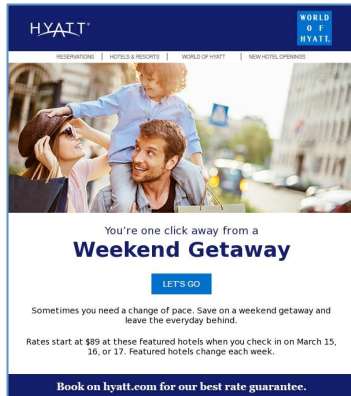
Terms Apply DoubleTree Resort & Spa by Hilton Hotel Ocean Point - North Miami

[refer now](#)



# WEEKEND FOCUS

## Solo Emails



**HYATT** WORLD OF HYATT

RESERVATIONS | HOTELS & RESORTS | WORLD OF HYATT | NEW HOTEL OPENINGS

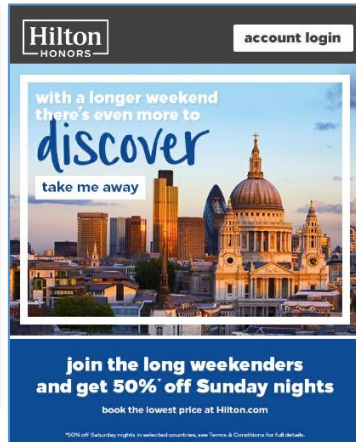
You're one click away from a **Weekend Getaway**

[LET'S GO](#)

Sometimes you need a change of pace. Save on a weekend getaway and leave the everyday behind.

Rates start at \$89 at these featured hotels when you check-in on March 15, 16, or 17. Featured hotels change each week.

Book on [hyatt.com](#) for our best rate guarantee.



**Hilton HONORS** account login

with a longer weekend there's even more to **discover**

[take me away](#)

**join the long weekenders and get 50% off Sunday nights**

book the lowest price at [Hilton.com](#)

\*50% off Saturday nights in selected countries, see Terms & Conditions for full details.

## Interactive Solo



**Hilton HONORS** account login

where do you dream of spending your **weekend?**

vote for your favourite below

**Germany** [vote now](#)

**Italy** [vote now](#)

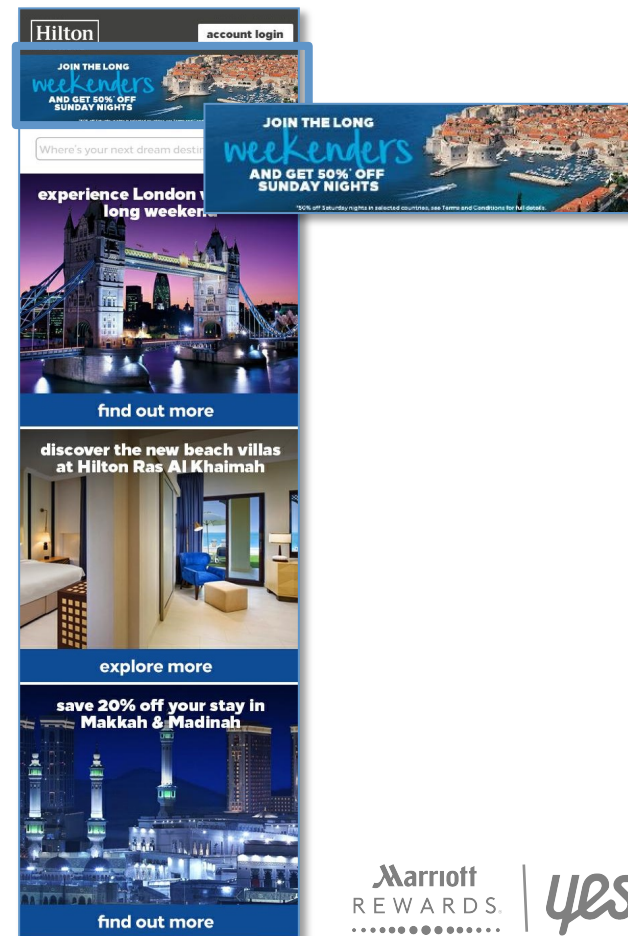
**United Kingdom** [vote now](#) **0%**

**join the long weekenders with half price on Sunday nights\***

book the lowest price at [Hilton.com](#)

\*50% off Saturday nights in selected countries, see Terms & Conditions for full details.

## Global Focused-Solo



**Hilton** account login

JOIN THE LONG **weekenders** AND GET 50% OFF SUNDAY NIGHTS

Where's your next dream destination?

**experience London's long weekenders**

[find out more](#)

**discover the new beach villas at Hilton Ras Al Khaimah**

[explore more](#)

**save 20% off your stay in Makkah & Madinah**

[find out more](#)

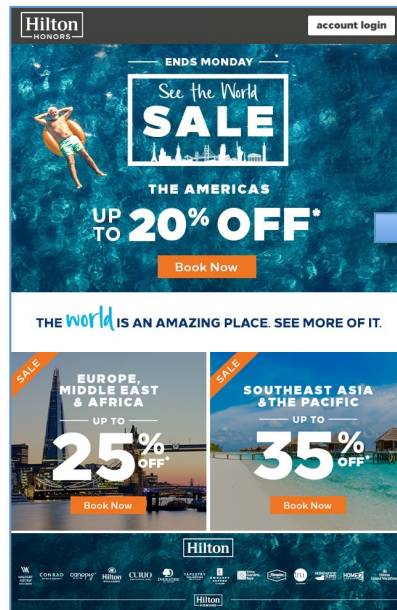
**Marriott REWARDS** | **yes**

# HILTON: SEE THE WORLD SALE

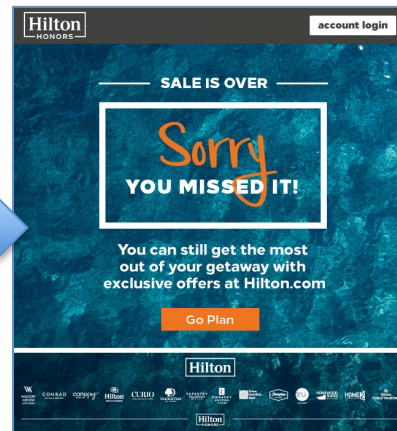
## Announcement



## Solo




## Expired Solo




## Acquisition



# MOMENTS




account login




view auction

private dance lesson with  
Maks, Val & Peta




view auction




view auction

discover the beauty  
of Manila



view auction

private DJ lesson  
with Chromeo



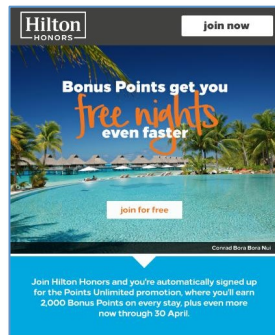
view auction

VIEW MORE AUCTIONS



# PROMOTIONS

## Acquisition



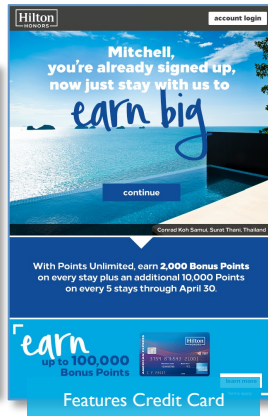
**Hilton HONORS**

join now

Bonus Points get you  
*free nights*  
even faster

join for free

Join Hilton Honors and you're automatically signed up for the Points Unlimited promotion, where you'll earn 2,000 Bonus Points on every stay, plus even more now through 30 April.



**Hilton HONORS**

account login

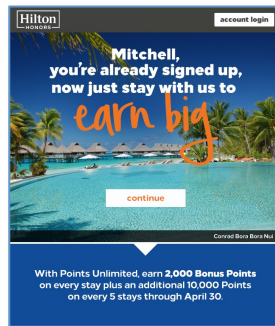
Mitchell,  
you're already signed up,  
now just stay with us to  
*earn big*

continue

With Points Unlimited, earn **2,000 Bonus Points** on every stay plus an additional 10,000 Points on every 5 stays through April 30.

up to 100,000 Bonus Points

Features Credit Card



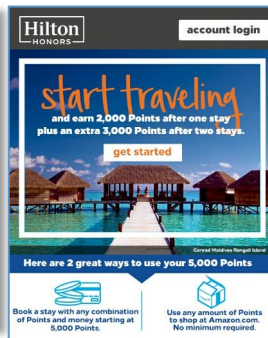
**Hilton HONORS**

account login

Mitchell,  
you're already signed up,  
now just stay with us to  
*earn big*

continue

With Points Unlimited, earn **2,000 Bonus Points** on every stay plus an additional 10,000 Points on every 5 stays through April 30.



**Hilton HONORS**

account login

Mitchell,  
you're already signed up,  
now just stay with us to  
*earn big*

get started

Here are 2 great ways to use your 5,000 Points

Book a stay with any combination of Points and money starting at 5,000 Points.

Use any amount of Points to shop at Amazon.com. No minimum required.



**WORLD OF HYATT**

More Bonus Points.  
Night after night.

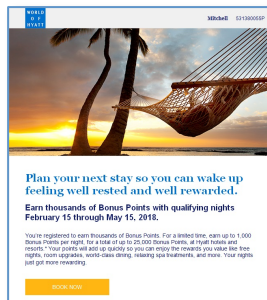
Earn thousands of Bonus Points with qualifying nights February 13 through May 15, 2018.

Wake up feeling well rested and well rewarded. For a limited time, earn up to 1,000 Bonus Points per night, for a total of up to 25,000 Bonus Points, at Hyatt hotels and resorts.\* Your points will add up quickly so you can enjoy the rewards you value like free nights, room upgrades, world-class dining, relaxing spa treatments, and more. Your nights just got more rewarding.

REGISTER NOW

Register by March 31, 2018

\*Earn 500 Bonus Points per eligible night at Hyatt Place and Hyatt House hotels and 1,000 Bonus Points per eligible night at all other Hyatt hotels and resorts on stays with a checked date between February 13 and May 15, 2018. A maximum of 25,000 Bonus Points can be earned per member under this promotion. Register between February 13 and March 31, 2018. See below for full offer terms.



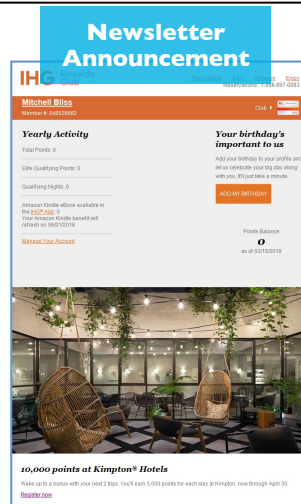
**WORLD OF HYATT**

Plan your next stay so you can wake up feeling well rested and well rewarded.

Earn thousands of Bonus Points with qualifying nights February 13 through May 15, 2018.

Very rewarding to earn thousands of Bonus Points. For a limited time, earn up to 1,000 Bonus Points per night, for a total of up to 25,000 Bonus Points, at Hyatt hotels and resorts.\* Your points will add up quickly so you can enjoy the rewards you value like free nights, room upgrades, world-class dining, relaxing spa treatments, and more. Your nights just got more rewarding.

BOOK NOW



**Newsletter Announcement**

Mitchell Bliss  
Member # 04030502

**Yearly Activity**

Total Points: 0

Elite Qualifying Nights: 0

Qualifying Nights: 0

Amazon Kindle eBook available in the Kindle Store

Make Your Account

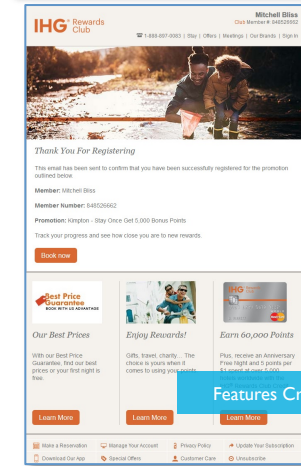
**Your birthday's important to us**

Add your birthday to your profile and get an exclusive play the night with you. #IHLoveABirthday

Points Balance: 0

10,000 points at Kimpton® Hotels

Wake up to a bonus with your next 2 stays. You'll earn 5,000 points for each stay at Kimpton, now through April 30. [Read more](#)



**IHG Rewards Club**

Mitchell Bliss  
Member # 04030502

**Thank You For Registering**

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

Member: Mitchell Bliss  
Member Number: 04030502

Promotion: Kimpton - Stay Once Get 5,000 Bonus Points

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

[Book now](#)

**Best Price Guarantee**

With our Best Price Guarantee, find the best price on your stay right in time.

[Learn More](#)

**Enjoy Rewards!**

Gifts, travel, charity. The choice is yours when it comes to using points.

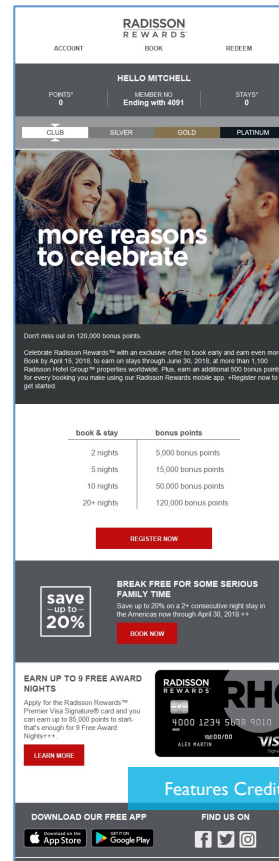
[Learn More](#)

**Earn 60,000 Points**

Plus, receive an Anniversary Free Night and 5 points per night.

[Learn More](#)

Make a Reservation | Manage Your Account | Privacy Policy | Update Your Subscriptions | Download Our App | Special Offers | Customer Care | Unsubscribe



**RADISSON REWARDS**

ACCOUNT BOOK REDEM

HELLO MITCHELL

POINTS: 0 MEMBER NO: Ending with 4091 STATUS: 0

CLUB SILVER GOLD PLATINUM

**more reasons to celebrate**

Don't miss out on 120,000 bonus points.

Celebrate Radisson Rewards™ with an exclusive offer to book early and earn even more. Book by April 15, 2018, to earn an extra 5,000 bonus points. At more than 1,500 Radisson Hotel Group™ properties worldwide. Plus, earn an additional 500 bonus points for every booking you make using our Radisson Rewards mobile app. \*Register now to get started.

book & stay	bonus points
2 nights	5,000 bonus points
5 nights	15,000 bonus points
10 nights	50,000 bonus points
20+ nights	120,000 bonus points

[REGISTER NOW](#)

**save up to 20%**

**BREAK FREE FOR SOME SERIOUS FAMILY TIME**

Save up to 20% on a 2+ consecutive night stay in the Americas now through April 30, 2018. \*\*

[BOOK NOW](#)

**EARN UP TO 9 FREE AWARD NIGHTS**

Apply for the Radisson Rewards™ Premier Visa Signature® card and you can earn up to 9,000 points to start that's enough for 9 Free Award Nights\*\*\*.

[LEARN MORE](#)

**RADISSON PREMIER VISA SIGNATURE**

4000 1234 5678 9010

10/01/00

ALEX MARTIN

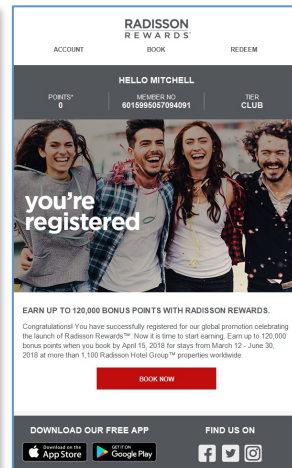
VISA

DOWNLOAD OUR FREE APP

GET IT ON the App Store | GET IT ON Google Play

FIND US ON

f t i



**RADISSON REWARDS**

ACCOUNT BOOK REDEM

HELLO MITCHELL

POINTS: 0 MEMBER NO: 6015965037264261 YES CLUB

**you're registered**

EARN UP TO 120,000 BONUS POINTS WITH RADISSON REWARDS.

Congratulations! You have successfully registered for our global promotion celebrating the launch of Radisson Rewards™. Now it's time to start earning. Earn up to 120,000 bonus points when you book by April 15, 2018 for stays from March 12 - June 30, 2018 at more than 1,500 Radisson Hotel Group™ properties worldwide.

[BOOK NOW](#)

DOWNLOAD OUR FREE APP

GET IT ON the App Store | GET IT ON Google Play

FIND US ON

f t i

## Features Credit Card

## Features Credit Card

# TRAVEL INSPIRATION

**Treat yourself to a trip just for you**

BOOK NOW

**Melbourne**

Start your morning with one of Australia's world-renowned flat whites. From there, take a graffiti tour of Hosier Lane, or stop by the beach and connect with the locals in charming St. Kilda's.

BOOK NOW

**Bangkok**

Get lost in the lively labyrinth of local crafts and delicacies at Chatuchak Market, then reconnect with your spiritual side in the sacred Wat Pho temple featuring its famous reclining Buddha.

BOOK NOW

**Amsterdam**

Let intuition be your guide as you walk along the city's trademark canals—you'll discover the works of a genius at the Van Gogh museum and the lively nightlife at Leidseplein Square.

BOOK NOW

**Seattle**

Look out onto a futuristic metropolis from the 70th floor of the Space Needle, or trek into nature on the scenic trails of Olympic National Park with its stunning mountain ranges.

BOOK NOW

Book on [hyatt.com](https://www.hyatt.com) for our best rate guarantee.

**Napa and Sonoma California**

BOOK NOW

**British Columbia**

BOOK NOW

**Mendoza Argentina**

BOOK NOW

**Yarra Valley Australia**

BOOK NOW

Book on [hyatt.com](https://www.hyatt.com) for our best rate guarantee.

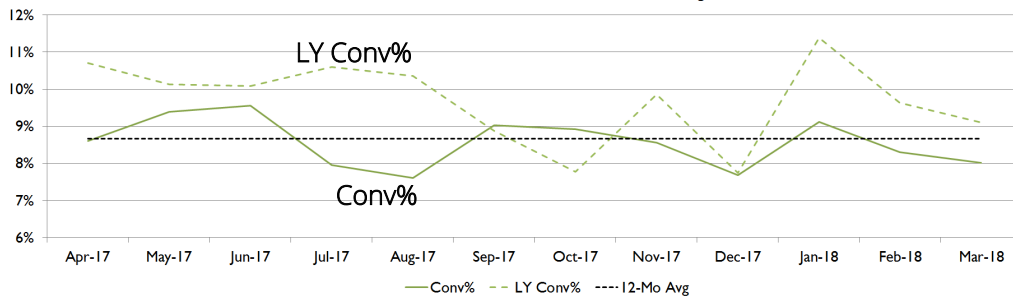
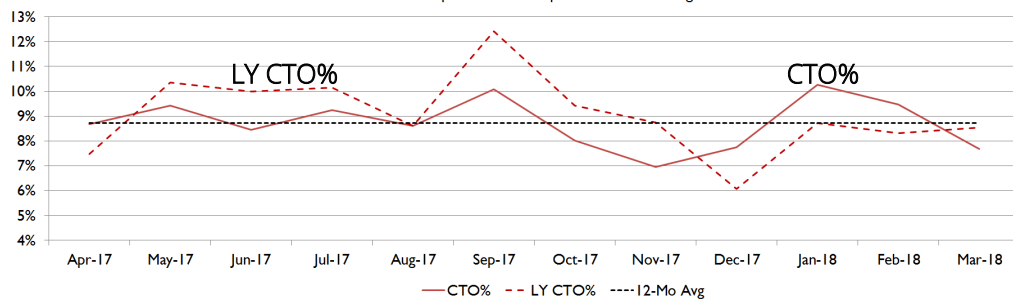
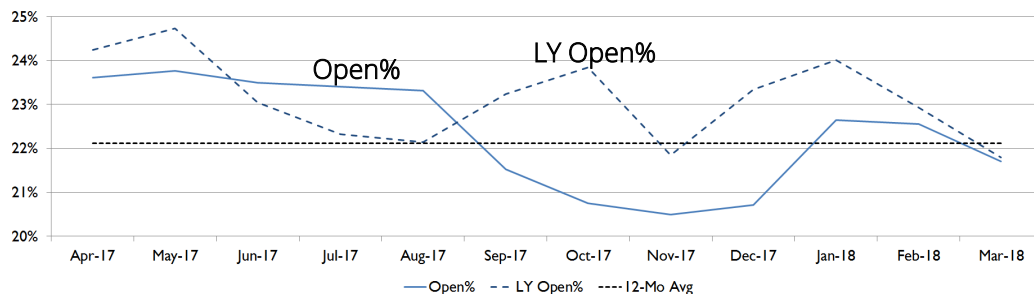


THANK YOU!



# APPENDIX

# OPEN% & CTO% WERE BELOW AVG



BPK was 20% below the 12-mo avg and down 21% YoY

Open% dropped 0.4% YoY; was 2% below the 12-mo avg

CTO% was the 2<sup>nd</sup> lowest since Jan '17

Conv% was down 12% YoY and 7% below the 12-mo avg



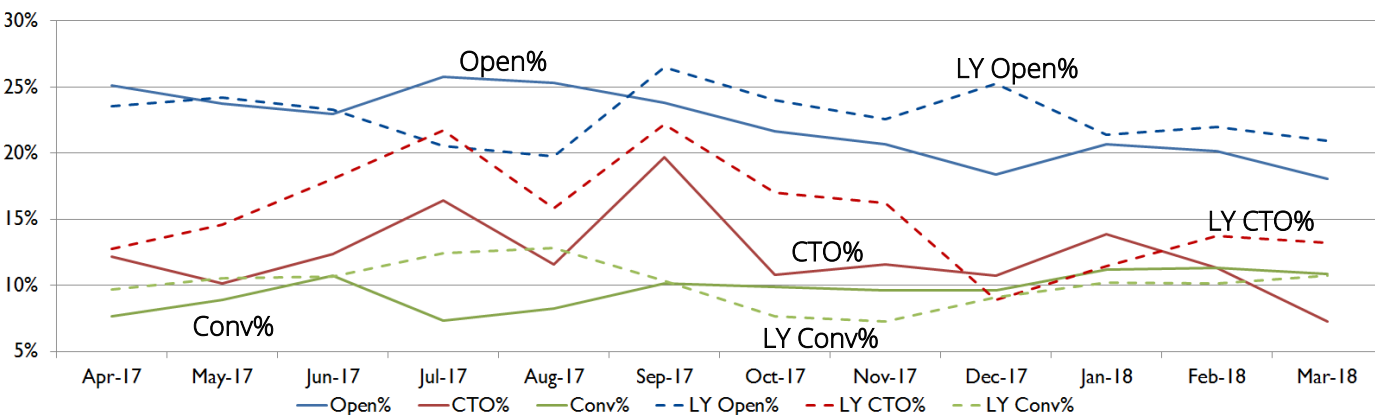
# MRCC RESULTS AGAINST FORECAST (EMAIL)

Email details	Jan	Feb	Mar
<b>Standalone email accounts</b>	2,460	2,609	3,077
<b>eNews accounts</b>	97	236	83
<b>Hotel Specials accounts</b>	7	20	32
<b>Points expiration accounts</b>	26	63	81
<b>Confirmation email accounts</b>	65	106	220
<b>Other ridealong</b>	10	6	7
<b>Refer-a-Friend</b>	380	298	357
<b>Total</b>	<b>3,045</b>	<b>3,338</b>	<b>3,857</b>

YTD Summary	
<b>% year elapsed</b>	25.0%
<b>YTD accounts</b>	10,240
<b>2018 email accounts budget</b>	38,836
<b>% to budget</b>	26.4%
<b>Prior year YTD</b>	7,048
<b>% Y/Y</b>	45.3%

# ADDITIONAL MARCH 2018 CAMPAIGN REVIEWS

## MAR '18 ENEWS EMAIL KPI TRENDS



BPK was the lowest since before Jan '12

Open% was the 2<sup>nd</sup> lowest since before Jan '12

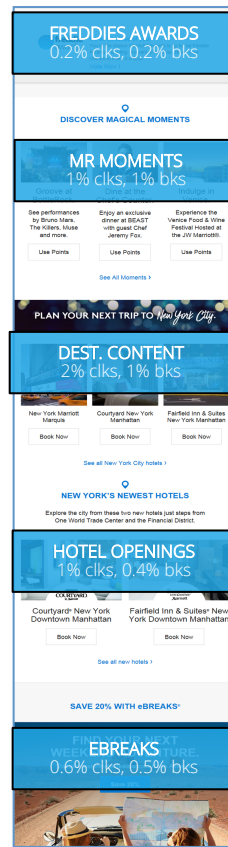
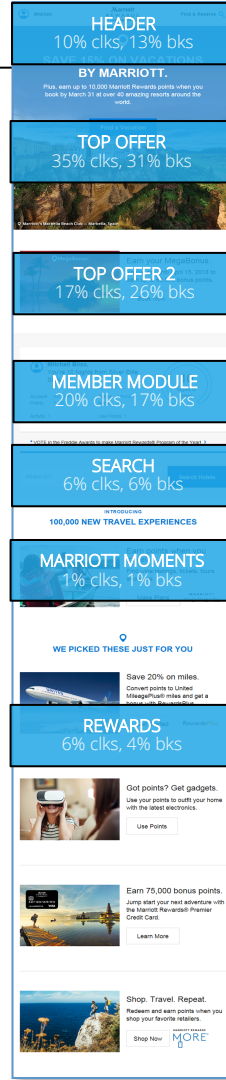
- SL: Your Account: Earn Up to 10,000 Points

CTO% was the lowest since before Jan '12

Conv% was up 1% YoY and 15% above the 12-month avg

# MARCH '18 ENEWS SECTIONS

- Open% was the 2nd lowest since Jan '12 -contributed to low click volume
- CTO% and click volume were the lowest since before Jan '12; overall click volume was 224.6K below the 12-month avg
  - Top Offer featured 'VBM 10K' offer and leveraged an animated gif in hero image; % of overall clicks (-36%) and click volume (-181.8K) were both lower than their 12-month section avgs
  - Though click (3.3X) and booking (2X) volumes were higher than the Jan '18 VBM top offer; Click% (-45%) & Conv% (-40%) were lower
- Top Offer 2 featured targeted book/register Megabonus offers and generated the highest click volume and % of overall clicks since May '17
  - Compared to previous MegaBonus Top Offer 2 placements, Mar '18 offer generated the fewest clicks, however, accounted for the highest % of overall clicks & 12% more bookings than avg
- Moments section click volume was 313 below avg but accounted for the highest % of total clicks since first being featured in Dec '17
  - 'Venice Food & Wine' offer generated nearly as many clicks as 'BottleRock' and 'Dine at Beast' combined



# MARCH '18 ENEWS SECTIONS

- Rewards section accounted for a 38% lower % of clicks than avg and section click volume was the lowest since Dec '15
  - Over 72% of the audience was served RewardsPlus, Maritz, MRCC acquisition, and MORE offers which are historically lower engagement content
- Hotel Openings generated the highest % of overall clicks since May '17, but the 2nd fewest clicks since first being introduced in Jun '13
- eBreaks click volume was the 2nd lowest since first being featured in Apr '16 and % of overall clicks was 40% below the 12-month avg
- Destination Content click volume was down 1.9K from the 12-month section avg, however, accounted for a 40% higher % of overall clicks than avg
- Freddies Awards was promoted in Member Module milestones and stretchy band module below Rewards
  - Despite being sent to 83% of the audience, the Member Module milestones generated 1.8X more clicks than stretchy band feature
  - Combined, the stretchy band and member module milestones generated 9% of the clicks compared to when it was featured in Top Offer 2 in Mar '17
- Overall Conv% was 10% above the 12-month avg, but booking volume was the lowest since before Jan '12
  - All sections except for Top Offer 2 generated fewer bookings than their respective 12-mo avgs

**HEADER**  
10% clks, 13% bks

**BY MARRIOTT.**  
Plus, earn up to 10,000 Marriott Rewards points when you book by March 21, at over 40 participating resorts around the world.

**TOP OFFER**  
35% clks, 31% bks

**TOP OFFER 2**  
17% clks, 26% bks

**MEMBER MODULE**  
20% clks, 17% bks

**SEARCH**  
6% clks, 6% bks

**MARRIOTT MOMENTS**  
1% clks, 1% bks

**WE PICKED THESE JUST FOR YOU**

**REWARDS/MVP**  
6% clks, 4% bks

**Got points? Get gadgets.**  
Use your points to cuff your home with the latest electronics.

**Earn 75,000 bonus points.**  
Jump start your next adventure with the Marriott Rewards® Premier Credit Card.

**Shop. Travel. Repeat.**  
Redeem and earn points when you shop your favorite retailers.

**FREDDIES AWARDS**  
0.2% clks, 0.2% bks

**DISCOVER MAGICAL MOMENTS**

**MR MOMENTS**  
1% clks, 1% bks

**PLAN YOUR NEXT TRIP TO New York City**

**DEST. CONTENT**  
2% clks, 1% bks

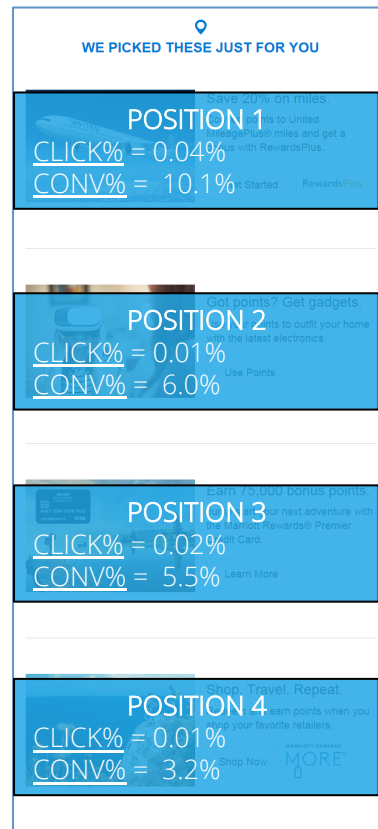
**NEW YORK'S NEWEST HOTELS**

**HOTEL OPENINGS**  
1% clks, 0.4% bks

**SAVE 20% WITH eBREAKS®**

**EBREAKS**  
0.6% clks, 0.5% bks



# MAR '18 ENEWS REWARDS/MVP OFFERS





- Overall MVP CTO% was down ~67% compared to Jan & Feb 2108; possibly due to lack of promo/sweeps
- CTO%'s for all positions were below Jan & Feb 2018
- Position 3 generated a 70% higher Click% than Position 2

## MAR '18 ENEWS MVP OFFERS



## Position 1

% Del	75%		Save 20% on miles. Convert points to United MileagePlus® miles and get a bonus with RewardsPlus.	% Del	0.09%		Celebrate Silver Elite status. Enjoy 20% bonus on points with your new status.
Click%	0.02%		<a href="#">Get Started</a>	Click%	0.24%		<a href="#">Learn More</a>
Conv%	4.3%			Conv%	33.8%		



  

% Del	22%		Save up to 30% in Europe. Book your trip in advance and save at over 300 hotels.	% Del	0.02%		Celebrate Gold Elite status. Enjoy 25% bonus on points with your new status.
Click%	0.05%		<a href="#">Book Now</a>	Click%	0.20%		<a href="#">Learn More</a>
Conv%	3.8%			Conv%	0.00%		


  

% Del	3%		Elevate your status. Platinum Elite members are eligible for United MileagePlus® Premier® Silver status.	% Del	0.00%		Celebrate Platinum Elite status. Enjoy 50% bonus on points with your new status.
Click%	0.31%		<a href="#">Register Now</a>	Click%	0.64%		<a href="#">Learn More</a>
Conv%	23.8%			Conv%	0.00%		



## Position 2

% Del	78%		Got points? Get gadgets. Use your points to outfit your home with the latest electronics.	% Del	14%		Reward friends for \$0K. Don't keep us all to yourself! Travel's always better with friends.
Click%	0.01%		<a href="#">Use Points</a>	Click%	0.01%		<a href="#">Earn Points</a>
Conv%	5.4%			Conv%	3.8%		



  

% Del	7%		Save on weekends. Members get our lowest rates on weekend getaway around the U.S.	% Del	0.03%		
Click%	0.03%		<a href="#">Book Now</a>	Click%	9.7%		
Conv%	9.7%						



## Position 3

% Del	72%		Earn 75,000 bonus points. Jump start your next adventure with the United MileagePlus® Premier Credit Card.	% Del	22%		Got points? Get gadgets. Use your points to outfit your home with the latest electronics.
Click%	0.02%		<a href="#">Learn More</a>	Click%	0.02%		<a href="#">Use Points</a>
Conv%	4.6%			Conv%	3.7%		

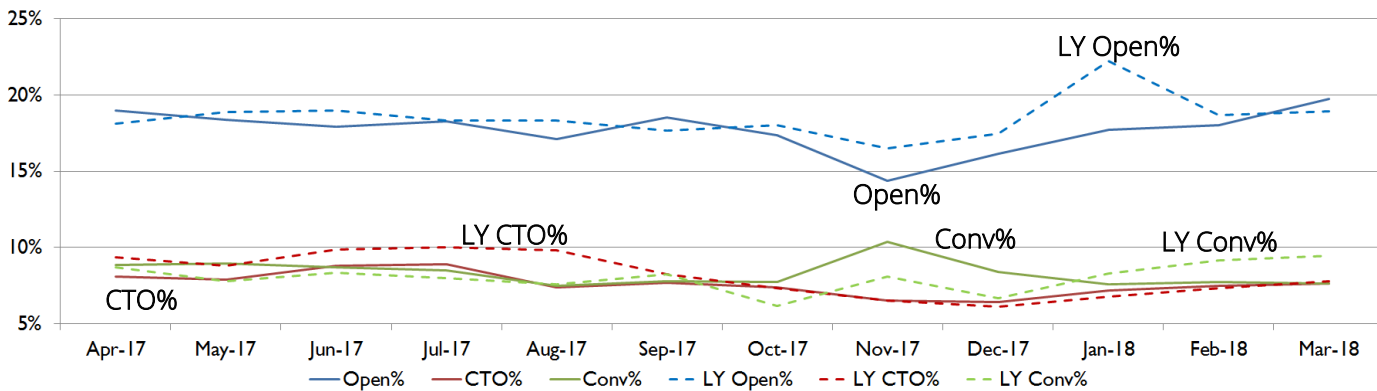
% Del	6%		Earn up to 100K bonus points. Earn 20K for every friend who gets the Marriott Rewards® Premier Credit Card.	% Del	0.15%		Get this special offer. Earn the equivalent of 75K Marriott Rewards points (25K Starpoints®). Conditions apply.
Click%	0.05%		<a href="#">Invite Friends</a>	Click%	1.28%		<a href="#">Learn More</a>
Conv%	10.5%			Conv%	6.9%		

## Position 4

% Del	86%		Shop. Travel. Repeat. Redeem and earn points when you shop your favorite retailers.	% Del	14%		Up to 35% off base rates. Book your next car with Hertz and get up to 5,000 points and 35% off base rates.
Click%	0.01%		<a href="#">Shop Now</a>	Click%	0.03%		<a href="#">Learn More</a>
Conv%	3.9%			Conv%	1.9%		<a href="#">Hertz</a>

- Offers targeted on reward status were served to 4% of the audience and had the highest Click%'s in position 1
- Domestic 'Save on Weekends' offer Conv% was 1.5X+ higher than International 'Save up to 30%' offer
- The highest Click% of the month by a wide margin came from the SPG AMEX offer in Position 3

# MAR '18 HOTEL SPECIALS EMAIL KPI TRENDS



BPK was up 10% MoM and was 0.5% above the 12-month avg

- **Revenue** was down 7% MoM and 16% below the 12-month avg

**Delivery volume** decreased 12% MoM and was the lowest since Dec '15

**Open%** was the 2<sup>nd</sup> highest since Jan '16

- SL: [FNAME], Your April Travel Deals

**CTO%** was up 2% MoM but was down 2% YoY

**Conv%** was down 19% YoY and was 10% below the 12-month avg



## MAR '18 HOTEL SPECIALS LINK ANALYSIS

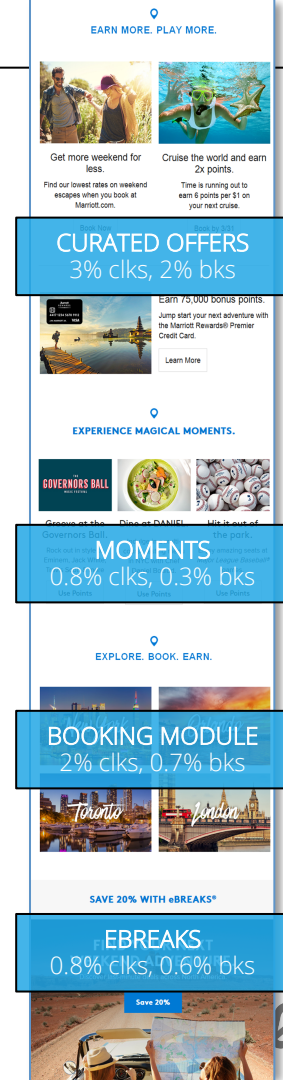
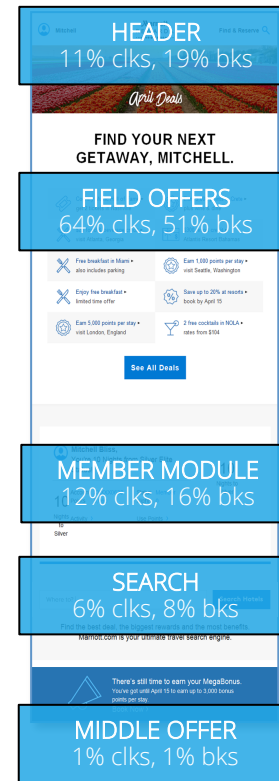
Hotel Specials CTO% in line with 12-mo avg but Conv% was 9% below the 12-mo avg

- The good:

- Field offers % of total clicks was 15% above the 12-month section avg
- Template elements (Header/Search/Member Module/Footer) collectively accounted for a 3% lower % of overall clicks than avg
- Booking module generated a 61% greater % of overall clicks than the Destination Navigation Bar avg

- The bad:

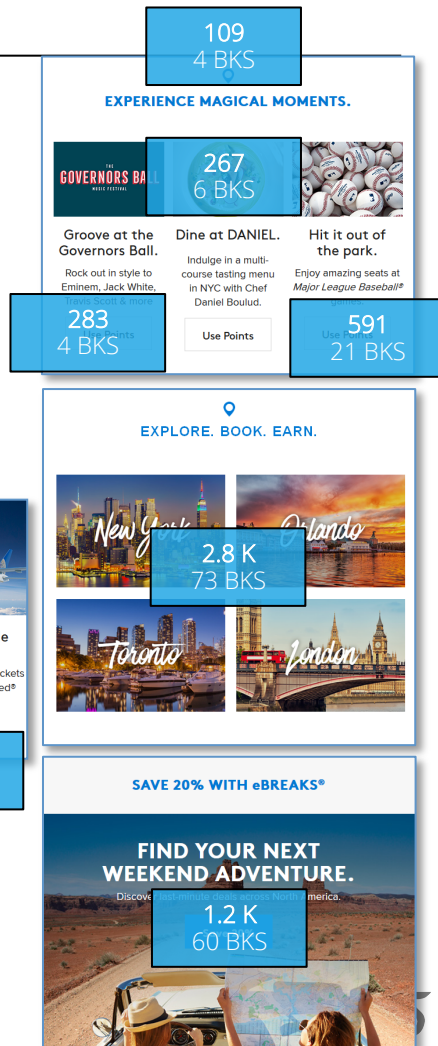
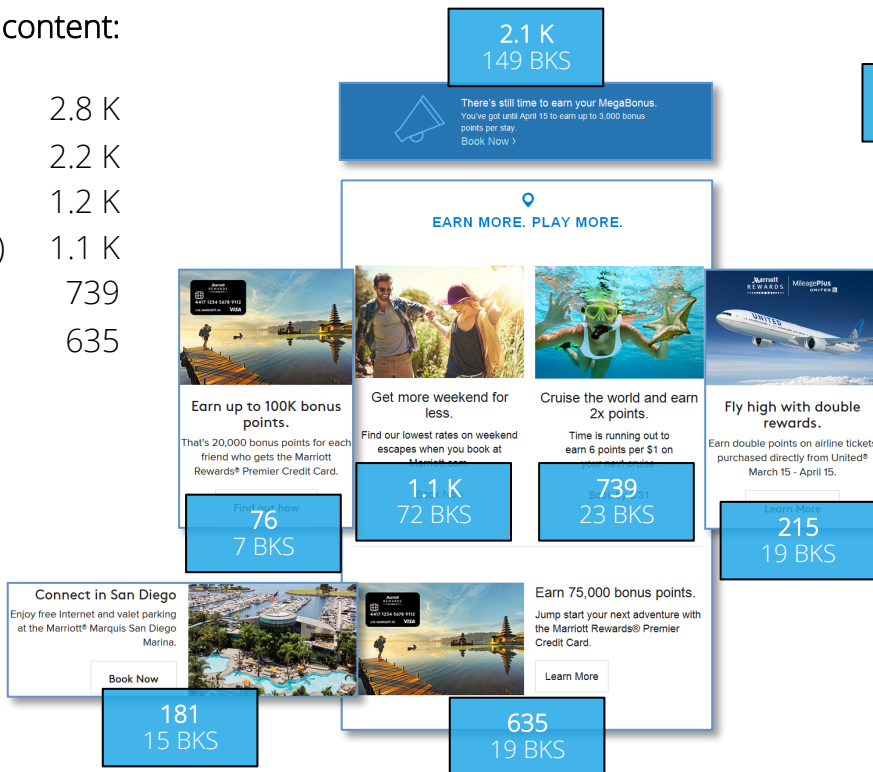
- MegaBonus last chance messaging was featured in stretchy band middle offer module; had lowest Conv% and accounted for the 2<sup>nd</sup> lowest % of clicks compared to prior MB offers
- All sections Conv%'s were below respective avgs except Header and Curated Offers
- Moments content was featured in the lowest position and accounted for the lowest % of total clicks since first being featured in Jun '17
- Curated Offers were targeted by MRCC cardholder/non-holder; % of total clicks was 38% below the 12-month section avg
  - Collectively, cardholder offer click% was 2X higher than non-holder
    - 'Fly high' & 'San Diego' offer click% were 3X 'Cruise' & '75K offers'
- eBreaks click volume was 62% below the 12-month section avg



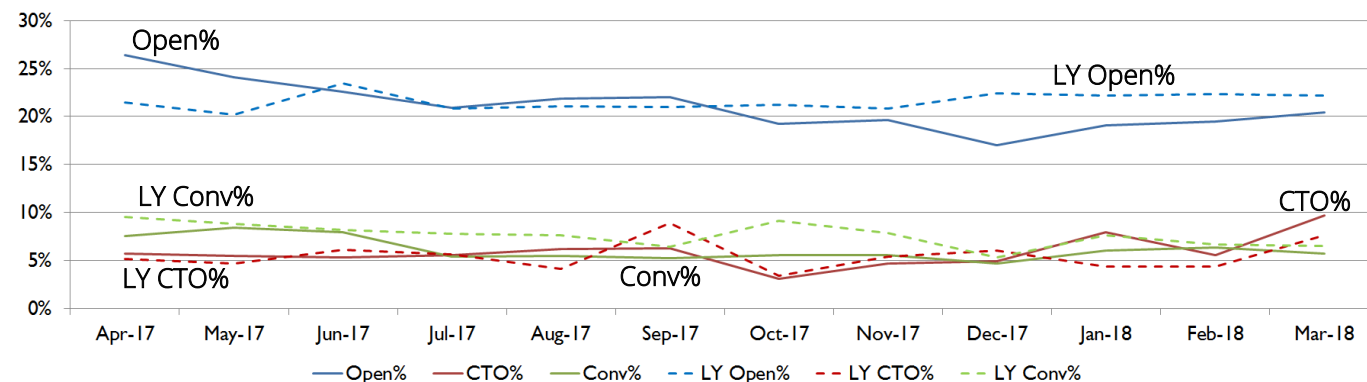
## MAR '18 HOTEL SPECIALS LINK ANALYSIS

## Most clicked content:

- Booking Module 2.8 K
- MegaBonus (Middle Offer) 2.2 K
- eBreaks 1.2 K
- Weekends for Less (Curated Offers) 1.1 K
- Cruise Offer (Curated Offers) 739
- 75K MRCC 635



## MAR '18 DESTINATIONS EMAIL KPI TRENDS



**Open%** was up 5% MoM but was down 8% YoY and 3% below the 12-month avg; a subject line test was conducted:

- **SL #1:** *Let's Talk Vacation* (6.2%)
- **SL #2:** *Your Vacation Planner* (5.7%)

**CTO%** was the highest since campaign Destinations launched in Mar '16

**Conv%** was down 11% YoY and 9% below 12-month avg

## MARCH '18 DESTINATIONS LINK ANALYSIS

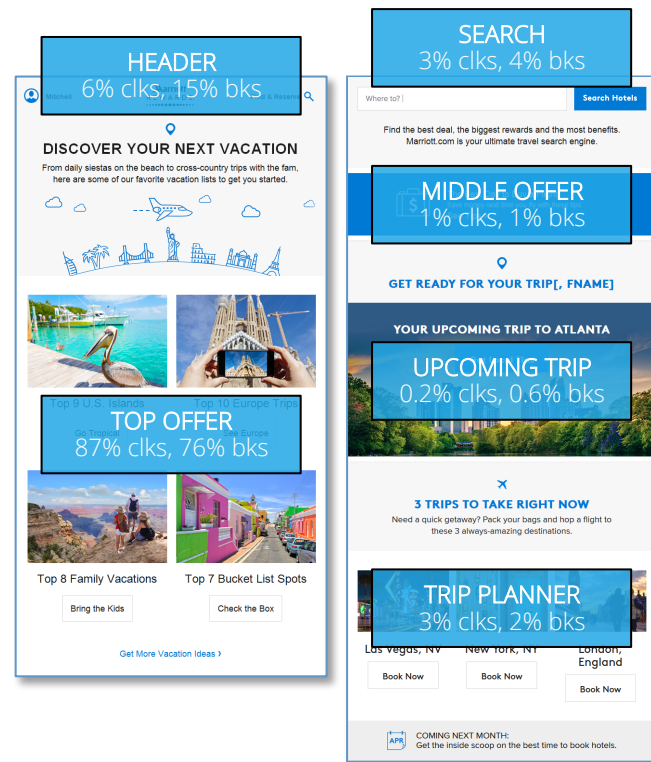
March Destinations was the 1<sup>st</sup> of a 3 part summer travel planning series; total click volume was the highest since campaign launch in Mar '16

Top offer leveraged winning 2 up style and proven 'top 10' list headlines; it generated more clicks than the entirety of any Destinations mailing since campaign launched

- US Islands = 34% of section clicks
- Bucket List = 27% of section clicks
- Europe Trips = 19% of section clicks
- Family Vacations = 16% of section clicks

### Top Offer cannibalized engagement with other sections

- Search bar featured for the first time since retrofit; received 56% fewer clicks than 6-mo 2017 avg
- Middle Offer featured 'flying tips' in the stretchy band module; it generated slightly fewer clicks (-482) than stretchy band middle offer in Jan '18 which featured '\$125 resort credit'
- Upcoming Trip module test; generated lowest click volume since first being featured in Feb '17
- Trip Planner click volume was 46% below the 12-month section avg
  - Offers linked to booking pages instead of Traveler content for the 2<sup>nd</sup> consecutive month; Conv% was 3% above section avg but down 23% MoM



# DRIVE BOOKINGS CONV % WAS 24% BELOW 12 MO SOLO AVG

		Program	Solos
Audience	Total Delivered	113.9 M 13.3%	46.1 M 42.8%
	Unsub Rate	0.16% 0.0 pts	0.13% -0.0 pts
	Delivery Rate	99% 0.4 pts	100% 0.5 pts
Engagement	Open Rate	21.7% -0.4 pts	23.3% 0.4 pts
	Opens	24.7 M 11.1%	10.7 M 45.0%
	Click Rate	1.7% -0.3 pts	1.5% -0.5 pts
	Unique Clicks	1.9 M -2.1%	712.6 K 10.2%
	Click to Open Rate	7.7% -1.0 pts	6.6% -2.1 pts
Financial	Bookings	152.1 K -9.4%	65.0 K 2.1%
	RoomNights	355.5 K -8.0%	149.9 K 3.3%
	Revenue	\$55.5 M -5.4%	\$23.3 M 5.8%
	Conversion Rate	8.0% -0.6 pts	9.1% -0.7 pts
	Bookings per Delivered(K)	1.3 -20.0%	1.4 -28.5%

BPK was the 2<sup>nd</sup> lowest since Dec '16

Open% was up 11% YoY and 2% above the 12-month avg

- Moments solo Open% was 63% above the 12-month solo avg

CTO% was the 2<sup>nd</sup> lowest since Dec '16

- Drive Bookings (-27%), RewardsPlus (-59%), Freddie Awards Reminder (-23%), and Moments (-19%) had CTO%'s below the 12-month solo avg

Conv% was up 8% MoM but was 7% below the 12-month avg

- Drive Bookings Conv% was 24% below 12-month solo avg
- Freddie Awards Reminder Conv% was 34% below 12-month solo avg

## March '18 Launches of Note:

- Drive Bookings (30% of Solos.)
- RewardsPlus Acquisition (27% of Solos)
- Freddie Awards Reminder (21% of Solos)
- Moments (12% of Solos)

Drive Bookings Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Mar '18	14.0 M	13.6 K	\$5.2 M	20.2%	6.4%	7.5%	1.0
Sep '17	10.5 M	12.6 K	\$4.8 M	17.4%	6.9%	10.0%	1.2
Aug '17	9.6 M	18.3 K	\$6.4 M	24.2%	9.3%	8.4%	1.9

## Engagement

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

20.2%  
Open Rate

-9% vs. Program avg.

6.4%  
CTO Rate

-27% vs. Program avg.

7.5%  
Conversion Rate

-14% vs. Program avg.

**HEADER**  
9% clks, 15% bks

**MegaBonus**  
**KEEP EARNING BONUS POINTS.**  
You've got until April 15, 2018 to keep earning up to 3,000 bonus points per stay.

**TOP OFFER**  
41% clks, 47% bks

**MEMBER MODULE**  
15% clks, 17% bks

**EXPLORE, BOOK. EARN.**

**DESTINATION CONTENT**  
19% clks, 9% bks

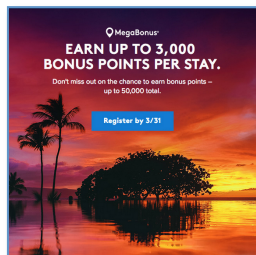
**BOTTOM OFFERS**  
13% clks, 8% bks

**BREAKFAST OFFER**  
0.8% clks, 0.6% bks

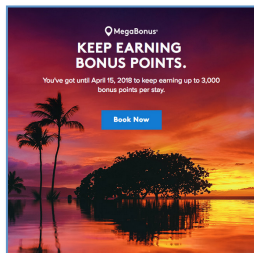
- MegaBonus engagement may have been impacted due to promotion presence in eNews Top Offer 2 two days prior
- Destination Content was targeted to propensity models
- Bottom Offers leveraged carrot treatment and featured heavily discounted offers; all offers had similar Conv%'s
- eBreaks featured bottom of the section but got the 2nd most clicks; it wasn't explicitly labeled as 'eBreaks'.

# DRIVE BOOKINGS TARGETING

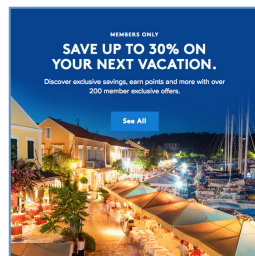
MegaBonus  
(Not Registered)



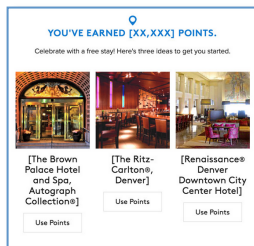
MegaBonus  
(Registered)



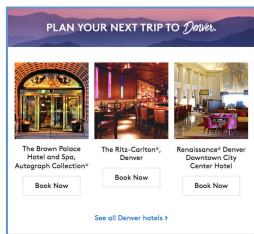
Member Exclusive  
Offers (Control)



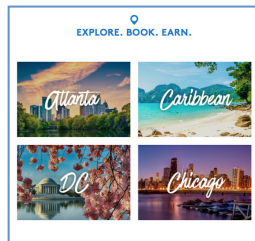
Next Trip CEI  
(Redemption  
eligible)



Next Trip CEI  
(Leisure eligible)



Non-CEI  
(Destination  
Optimization)



- MegaBonus Book and Register in Hero with Default MEO
- Added points balance to headline of destination CEI module for first time (only for redemption eligible audience)



## FREDDIE AWARDS REMINDER

Freddie Awards Reminder Solo	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Mar '16	11.2 M	10.7 K	\$3.9 M	20.7%	7.5%	6.2%	1.0
Mar '17	9.3 M	8.6 K	\$3.0 M	11.7%	11.2%	7.1%	0.9
Mar '18	9.7 M	8.6 K	\$3.1 M	20.2%	6.7%	6.5%	0.9

Freddie Awards Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
<b>2016</b>	<b>22.7 M</b>	<b>28.6 K</b>	<b>\$10.6 M</b>	<b>22.9%</b>	<b>7.9%</b>	<b>6.9%</b>	<b>1.3</b>
Initial	11.6 M	17.9 K	\$6.7 M	25.0%	8.3%	7.5%	1.5
Reminder	11.2 M	10.7 K	\$3.9 M	20.7%	7.5%	6.2%	1.0
<b>2017</b>	<b>21.5 M</b>	<b>25.7 K</b>	<b>\$9.0 M</b>	<b>18.2%</b>	<b>8.3%</b>	<b>7.9%</b>	<b>1.2</b>
Initial	12.3 M	17.1 K	\$6.0 M	23.2%	7.2%	8.4%	1.4
Reminder	9.3 M	8.6 K	\$3.0 M	11.7%	11.2%	7.1%	0.9
<b>2018</b>	<b>19.8 M</b>	<b>25.1 K</b>	<b>\$8.8 M</b>	<b>21.2%</b>	<b>9.0%</b>	<b>6.7%</b>	<b>1.3</b>
Initial	10.1 M	16.4 K	\$5.7 M	22.2%	10.9%	6.7%	1.6
Reminder	9.7 M	8.6 K	\$3.1 M	20.2%	6.7%	6.5%	0.9

2016 and 2018 resends excluded clickers.  
2017 reminder excluded openers.

Freddie Awards Reminder solo leveraged mostly the same content as the original

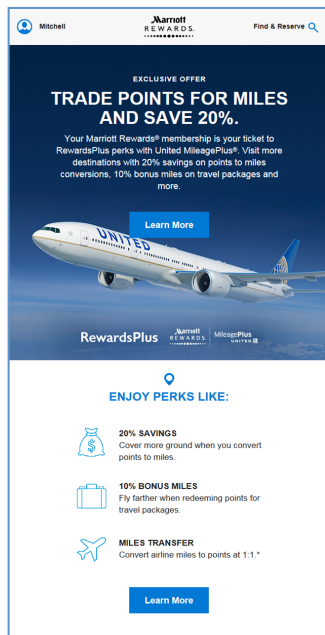
Subject line testing helped close the open% gap from the initial to reminder Solo; a statistically significant winner emerged from the test:

- SL #1: Time is Running Out to Cast Your Vote! (8.4%)\*
- SL #2: ✓Time is Running Out to Cast Your Vote! (8.3%)

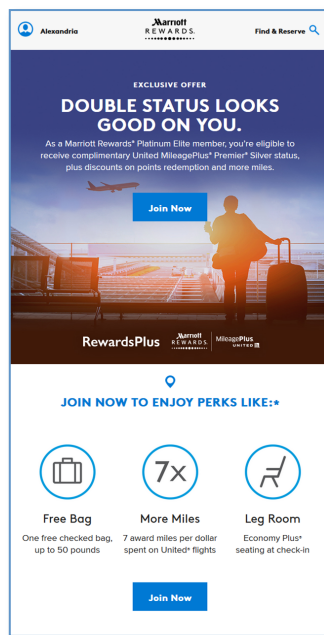


# REWARDSPLUS ACQUISITION

## Basic/Silver/Gold



## Platinum Elite



RewardsPlus solo was comprised of 2 targeted versions with differing secondary treatments

Subject lines & pre-headers were targeted by rewards level; Open% was lower than Mar & Oct 2017

- Platinum Elite SL: *It's Your Year for Double Status, [FNAME]*
- Basic/Silver/Gold SL: *Exclusive Offer: Save 20% on Flights*

CTO% was lower than Mar & Oct 2017

RewardsPlus Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk / Del (K)
Mar'17	10.7 M	12.5 K	\$4.3 M	22.9%	4.8%	10.7%	1.2
Oct '17	12.1 M	14.8 K	\$5.3 M	21.4%	4.1%	14.0%	1.2
Mar'18	12.2 M	11.0 K	\$4.0 M	20.0%	3.6%	12.6%	0.9

## MOMENTS

Moments Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Moments (Mar '18)	5.3 M	14.0 K	\$4.7 M	37.4%	7.0%	9.9%	2.6
Moments (Feb '18)	5.6 M	15.0 K	\$5.2 M	36.2%	8.2%	9.1%	2.7
Moments (Jan '18)	6.0 M	13.8 K	\$5.0 M	37.9%	6.7%	9.1%	2.3
Moments (Dec '17)	5.9 M	9.6 K	\$3.0 M	36.4%	6.5%	6.8%	1.6
Holiday Moments (Nov '17)	10.7 M	4.0 K	\$1.3 M	20.4%	2.2%	8.6%	0.4
Entertainment Moments (Oct '17)	13.6 M	11.0 K	\$3.6 M	20.8%	5.5%	7.2%	0.8
NFL Moments (Aug '17)	13.1 M	13.7 K	\$5.0 M	23.3%	5.4%	8.3%	1.1
Moments Rebrand (Jul '17)	12.9 M	12.0 K	\$4.2 M	22.2%	5.5%	7.6%	0.9

Q1 2018 Moments Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
January '18	6.0 M	14.3 K	\$5.2 M	38.0%	6.7%	9.4%	2.4
High Point Balance	3.9 M	13.6 K	\$4.9 M	36.5%	9.5%	10.2%	3.5
Low Point Balance	2.1 M	683	\$262.8 K	41.0%	2.2%	3.7%	0.3
February '18	5.5 M	15.2 K	\$5.3 M	36.3%	8.2%	9.2%	2.7
High Point Balance	3.9 M	14.5 K	\$5.0 M	33.5%	11.3%	9.8%	3.7
Low Point Balance	1.6 M	744	\$279.4 K	42.9%	2.6%	4.0%	0.5
March '18	5.3 M	14.0 K	\$4.7 M	37.4%	7.0%	9.9%	2.6
High Point Balance	4.0 M	12.9 K	\$4.0 M	34.0%	8.6%	11.1%	3.2
Low Point Balance	1.4 M	998	\$340.6 K	47.4%	3.8%	4.1%	0.7

**FEEL LIKE A STAR WITH YOUR XX,XXX POINTS.**  
Use your points for backstage, behind-the-scenes, pinch-yourself moments.

**ENTERTAINMENT MOMENTS**

**HIT THE FESTIVAL SCENE.**  
Check out the hottest music festivals and groove to your favorite artists — all in one place.

**Go glam at the ACM Awards.**  
Enjoy red carpet access and the ACM Awards Official After Party.

**CULINARY MOMENTS**

**Explore Italian flavors.**  
Indulge your senses at the Venice Food & Wine Festival hosted at JW Marriott Venice Resort & Spa — 3 night stay included.

**Indulge at the French Laundry.**  
Enjoy a multi-course tasting menu with Chef Keller.

**Dine at DANIEL in New York City.**  
Cook alongside Chef Boulet at his world-renowned restaurant.

**Face-off at the NCAA® Men's Frozen Four®.**  
Score tickets to the NCAA National Championship Game, stadium tour and more.

**Score Major League access.**  
Get the best in baseball from Spring Training™ through the World Series®.

**Go glam at the ACM Awards.**  
Enjoy red carpet access and the ACM Awards Official After Party.

**Transform your mind and body.**  
Join the ultimate well-being luxury retreat at JW Marriott Los Cabos. Workouts, spa and more.

March Moments solo highlighted led with entertainment moments and imagery

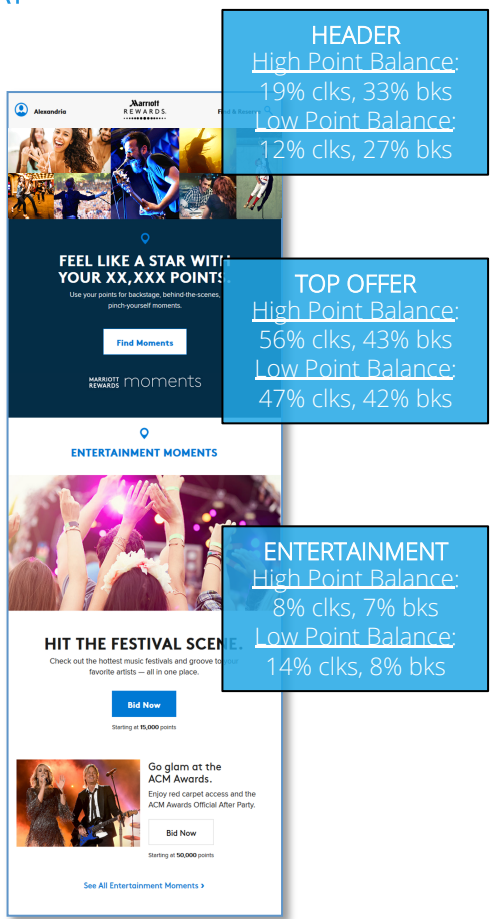
Points balance continued to be leveraged in high point balance subject line; overall Open% was the 2<sup>nd</sup> highest out of any Moments solo and the highest Open% for the low point balance audience in Q1 '18

- **High Point Balance:** *Redeem Your [XXXX] Points for Unforgettable Moments.*
- **Low Point Balance:** *These Moments Are for Members Only*

Overall CTO% was 2<sup>nd</sup> the highest out of any Moments solo but down 15% MoM; Mosaic top offer was tested against full span for a 3<sup>rd</sup> consecutive month

- Low point balance audience CTO% was the highest in Q1 '18

# HEAT MAP



High Point Balance version shown.

Low Point Balance version CTA text = 'Learn More' and did not feature support text with starting bid value.

The Low Point version's clicks were more evenly distributed between modules.

Entertainment and Culinary were the top categories of interest for both high and low point balance subscribers.



MARCH '18 MEGABONUS TO-DATE

Promotion Results First 3 Months	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)
Spring '17	68.8 M	144.8 K	\$52.2 M	2.1
Summer '17	85.4 M	133.2 K	\$45.2 M	1.6
Fall '17	91.7 M	171.9 K	\$58.0 M	1.9
Spring '18	86.1 M	124.4 K	\$45.3 M	1.4

Promotion Results First 3 Months	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)
Announcement	8.5 M	55.0 K	\$20.4 M	6.4
Registration Confirmation	777.9 K	8.1 K	\$2.9 M	10.5
Achievement	162.9 K	4.2 K	\$1.5 M	25.7
Registration Reminder	8.0 M	19.9 K	\$7.1 M	2.5
Last Chance Registration	7.7 M	13.9 K	\$4.8 M	1.8
Last Chance Booking	645.5 K	5.5 K	\$1.8 M	8.5
eNews Jan '17	13.7 M	13.1 K	\$4.5 M	1.0
eNews Feb '17	15.0 M	23.8 K	\$8.6 M	1.6
eNews Mar '17	14.4 M	1.2 K	\$450.4 K	0.1
Spring '17	68.8 M	144.8 K	\$52.2 M	2.1
Announcement	12.1 M	52.6 K	\$18.0 M	4.4
Registration Confirmation	906.2 K	8.5 K	\$2.7 M	9.4
Registration Reminder	9.4 M	13.6 K	\$4.6 M	1.4
Booking Reminder	801.6 K	10.6 K	\$3.3 M	13.2
eNews Jun '17	14.5 M	19.7 K	\$6.9 M	1.4
Hotel Specials Jun '17	10.3 M	424	\$145.4 K	0.0
Destinations Jun '17	11.7 M	1.3 K	\$341.2 K	0.1
eNews Jul '17	15.4 M	26.0 K	\$9.1 M	1.7
Hotel Specials Jul '17	10.3 M	482	\$154.8 K	0.0
Summer '17	85.4 M	133.2 K	\$45.2 M	1.6
Registration Confirmation	869.1 K	9.9 K	\$3.1 M	11.4
Unlock	430.1 K	49.5 K	\$15.7 M	115.1
Unlock Registration Confirmation	233.5 K	3.2 K	\$979.4 K	13.6
Registration Reminder	10.2 M	18.0 K	\$6.4 M	1.8
Booking Reminder	644.5 K	7.6 K	\$2.4 M	11.8
eNews Sep '17	15.7 M	58.7 K	\$21.0 M	3.7
Hotel Specials Sep '17	10.2 M	534	\$177.2 K	0.1
eNews Oct '17	16.4 M	22.8 K	\$7.6 M	1.4
Hotel Specials Oct '17	10.3 M	415	\$158.8 K	0.0
eNews Nov '17	16.5 M	1.2 K	\$433.8 K	0.1
Hotel Specials Nov '17	10.2 M	151	\$38.3 K	0.0
Fall '17	91.7 M	171.9 K	\$58.0 M	1.9
Registration Confirmation	1.0 M	8.1 K	\$2.8 M	7.9
Registration Reminder	11.3 M	26.4 K	\$9.9 M	2.3
Last Chance Registration	10.5 M	32.5 K	\$11.5 M	3.1
eNews Jan '18	15.0 M	32.5 K	\$11.9 M	2.2
eNews Feb '18	14.7 M	19.3 K	\$7.0 M	1.3
Hotel Specials Feb '18	9.9 M	307	\$133.0 K	0.0
eNews Mar '18	14.9 M	5.1 K	\$1.9 M	0.3
Hotel Specials Mar '18	8.8 M	149	\$44.8 K	0.0
Spring '18	86.1 M	124.4 K	\$45.3 M	1.4

# WELCOME MAILINGS DROVE OVERALL LIFECYCLE PERFORMANCE

		Program	Lifecycle
Audience	Total	113.9 M	7.3 M
	Delivered	13.3%	2.3%
	Unsub Rate	0.16% 0.0 pts	0.33% 0.1 pts
	Delivery Rate	99% 0.4 pts	97% 0.3 pts
Engagement	Open Rate	21.7% -0.4 pts	27.8% 0.9 pts
	Opens	24.7 M 11.1%	2.0 M 5.7%
	Click Rate	1.7% -0.3 pts	6.3% 0.7 pts
	Unique Clicks	1.9 M -2.1%	457.0 K 14.5%
	Click to Open Rate	7.7% -1.0 pts	22.6% 1.8 pts
Financial	Bookings	152.1 K -9.4%	27.6 K 8.3%
	RoomNights	355.5 K -8.0%	67.9 K 9.9%
	Revenue	\$55.5 M -5.4%	\$10.5 M 12.4%
	Conversion Rate	8.0% -0.6 pts	6.0% -0.3 pts
	Bookings per Delivered(K)	1.3 -20.0%	3.8 5.8%

**Open%** was up 5% MoM and 3% above the 12-month avg

- Welcome mailings collective Open% was the 2<sup>nd</sup> highest since before Jan '16
  - Welcome Points Series Open% was down 0.6% MoM but was the 2<sup>nd</sup> highest since Jan '17
  - Nonmember Welcome mailing generated the highest Open% since before Jan '16
- Hello Again Open% was 18% above 12-month mailing avg

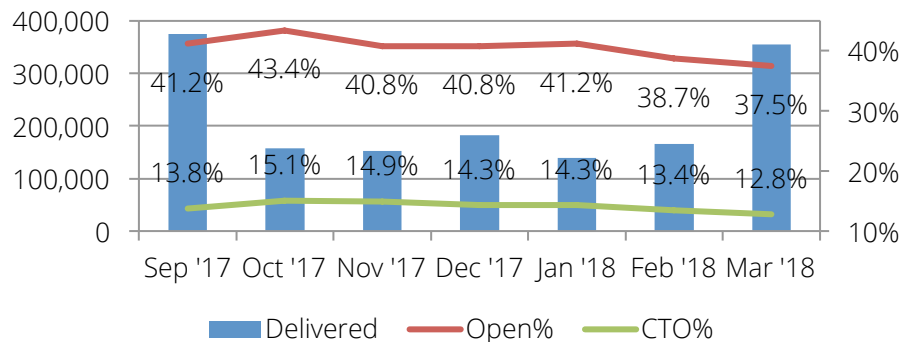
**CTO%** was 8% above the 12-month avg

- Welcome mailings collective CTO% was 4% higher than the 12-month
- Anniversary CTO% was 17% above the 12-month mailing avg
- Post Redemption CTO% was 25% above the 12-month mailing avg

**Conv%** was up 5% MoM but was 6% below the 12-month avg

- Missing Birthday & Hello Again Conv%'s are 42% below 12-month lifecycle avg; both campaign delivered volumes increased in Q4 '17
- BPK** was up 9% MoM and 6% above the 12-month avg

# INCENT REDEMPTIONS



	Incent Redemption Click Volume						Feb' 18 % vs retro avg	Feb' 18 Click Vol. vs retro avg
	Sep '17	Oct '17	Nov '17	Dec '17	Jan '18	Feb '18		
Header	738	789	654	883	671	815	9.1%	68
Top Offer	4,726	5,046	4,533	5,330	4,178	4,306	-9.6%	-457
Member Module	1,834	2,016	1,694	2,044	1,496	1,519	-16.4%	-298
Hotel Picks	2,016	2,128	1,886	2,246	1,753	1,705	-15.0%	-301
Search	466	468	401	442	394	400	-7.9%	-34
Room Upgrade Banner	142	131	119	125	119	98	-23.0%	-29
Moments	272	246	200	279	201	196	-18.2%	-44
Gear Up with Points	1,348	1,442	1,207	1,464	1,019	967	-25.4%	-329
Footer	233	212	181	237	169	208	0.8%	2

- Open rate was the lowest since before Jan '16

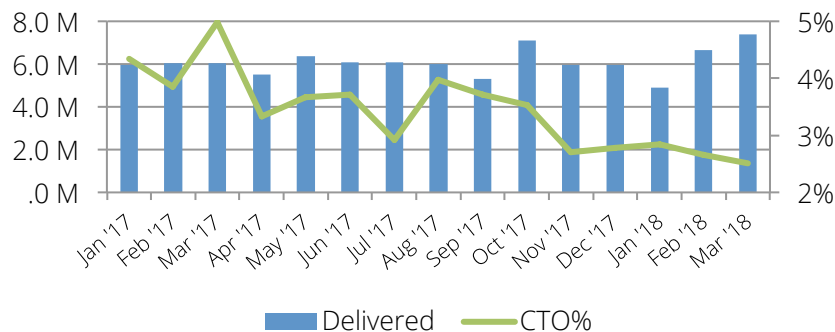
SL: Use your [xx,xxx] points, [FNAME].

- CTOR was the 2nd lowest since before Jan '16 and has declined almost consistently MoM since retrofit
  - Click volume to all sections was below the retrofit avg in Feb '18

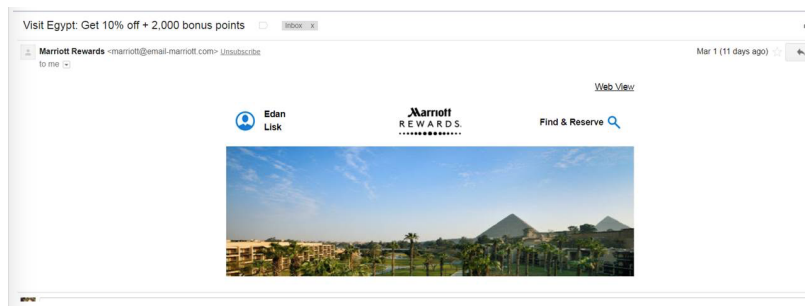
Campaign was retrofitted on 9/8/17

# METT SAW THE LOWEST CTO% SINCE 2012

Program		METT
Audience	Total Delivered	113.9 M 7.4 M
	Unsub Rate	0.16% 0.21%
	Delivery Rate	99% 99%
Engagement	Open Rate	21.7% -0.4 pts
	Opens	24.7 M 11.1%
	Click Rate	1.7% -0.3 pts
	Unique Clicks	1.9 M -2.1%
	Click to Open Rate	7.7% -1.0 pts
Financial	Bookings	152.1 K -9.4%
	RoomNights	355.5 K -8.0%
	Revenue	\$55.5 M -5.4%
	Conversion Rate	8.0% -0.6 pts
	Bookings per Delivered(K)	1.3 -20.0%



Possible Gmail clipping issue; only headline and part of image visible



CTO% was the lowest since Jan '12

- 59 out of 78 Mar '18 METT mailings generated CTO%'s below the 12-month METT avg
- METT CTO% decreased 23% in Nov '17 and never recovered