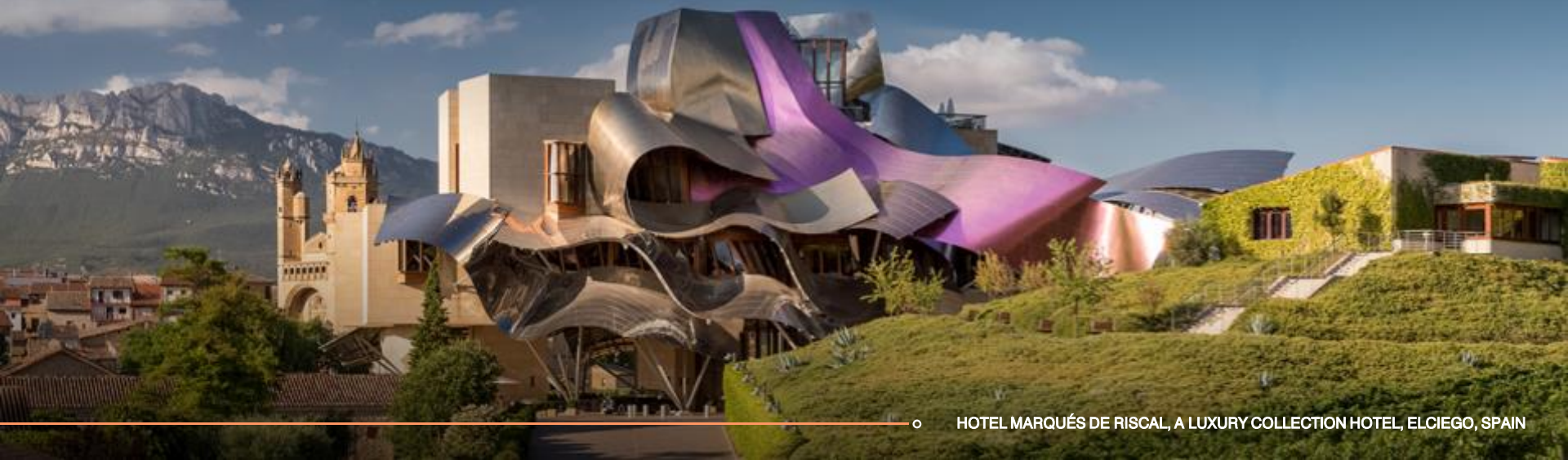




# JANUARY 2020 MONTHLY EMAIL REVIEW

February 28, 2020



# TODAY'S AGENDA

1. Performance Summary
2. Key Initiatives & Campaigns
3. Testing and Optimization
4. Actionable Insights

## KEY STORYLINES

- January engagement and KPIs increased compared to December 2019 and the Bonvoy 2019 avg; noticeable improvement after removing inactive SPG
- Visible lifts in the number of members opening & clicking on emails, as well as overall open and CTOR rates
- MAU engagement increased and continues to drive overall KPIs; Solo emails also had a positive influence on metrics
- Several optimization tactics were used that provide insight into future mailings: View Time Open, increased personalization, and offer placements

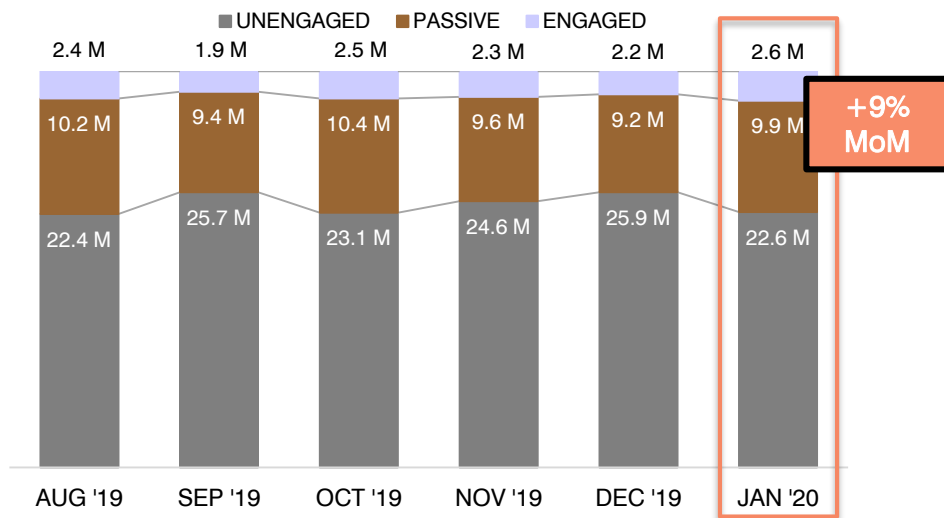


# **MONTHLY PERFORMANCE SUMMARY**

# MEMBER ENGAGEMENT TRENDS

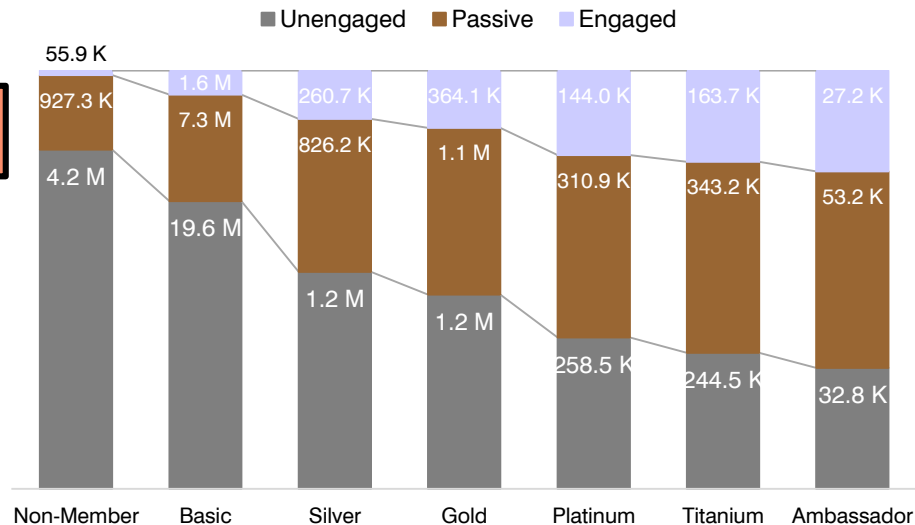
- 12.4M members who received at least 1 email in Jan. '20, opened and clicked; increase of 9% MoM was tied to the removal of 3.5M inactive SPG members late Dec '19.
- The number of engaged Basic members increased and unengaged dropped 15% MoM

Marriott Bonvoy Engagement: All Members



**Engaged:** Opened and clicked 1+ emails  
**Passive:** Opened, but did not click  
**Unengaged:** Did not open and did not click

Marriott Bonvoy Engagement by Level: January 2020



# Of Members That Received 1+ Emails In January 2020

5.2 M	28.5 M	2.3 M	2.7 M	713.4 K	751.5 K	113.2 K
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# PERFORMANCE SUMMARY: JANUARY 2020

- January email rates were up compared to 2019 Bonvoy avg; a combined result of removing inactive members in Dec 2019 and delivering 31% fewer emails (for ex: Cobrand didn't resume until Jan 14<sup>th</sup>)
- Financial gains are from MAU and Solos, 23% and 32% of bookings respectively
  - Homes & Villas Solo made up 23% of Solo delivered emails and generated 25% of Solo revenue (revenue captures only M.com bookings, not HVMI bookings)
  - Points Expiration Solos made up 32% of delivered emails and generated 52% of Solo revenue

## January 2020 vs. 2019 Bonvoy Average

### Engagement

151.1 M	26.5 M	17.6%	2.8 M	1.8%	10.4%	0.20%
Delivered Emails -31% (-70 M)	Opens -22% (-8 M)	Open Rate +2 pts.	Clicks +20% (+459 K)	CTR +0.8 pts.	CTOR +4 pts.	Unsub. Rate -0.02 pts.

### Financials

52.3 K	111.7 K	\$18.1 M	0.35	1.9%
Bookings +18% (+8 K)	Room Nights +13% (+13 K)	Revenue +11% (+\$2 M)	Bookings Per Delivered (K) +71%	Conversion 0.0 pts

# EXECUTIVE DASHBOARD: JANUARY 2020

Jan. '20 vs. 2019 Bonvoy Category Avg.

Overall engagement was driven by **MAU & Solos**

**ATM** emails now grouped by type: Invite vs. Other (confirm. & reminders)

- Jan invites were paused, so no data to show
- Reminders made up 90% of ATM Other and have the lowest KPIs
- Confirmation emails have 39% open rate

**Escapes** engagement one of the lowest this month; audience is 70% members

- Deeper dive needed to understand if there is offer and/or frequency fatigue (3 mailings in Jan)

	TOTAL	MAU	OFFERS & PACKAGES	LPM	SOLO	PROMO	ATM Other	COBRAND	MOMENTS	METT	BRAND BPP	BONVOY ESCAPES
Sent	152.8 M -31.5%	28.1 M -10.7%	13.0 M -2.9%	3.0 M 26.9%	41.1 M -24.7%	450.4 K -98.3%	1.4 M 542.3%	33.6 M -45.2%	10.6 M -6.9%	9.6 M -37.6%	5.8 M -41.8%	6.0 M 79.9%
Delivered	151.1 M -31.1%	27.9 M -9.1%	13.0 M -2.7%	2.7 M 24.2%	40.2 M -24.6%	449.6 K -98.2%	1.4 M 538.9%	33.4 M -45.2%	10.6 M -6.7%	9.6 M -36.0%	5.7 M -41.6%	6.0 M 80.1%
Delivery %	98.9% +0.6 pts	99.4% +1.8 pts	99.4% +0.2 pts	91.8% -2.0 pts	97.8% +0.1 pts	99.8% +2.5 pts	98.4% -0.5 pts	99.4% +0.1 pts	99.9% +0.2 pts	99.3% +2.3 pts	99.3% +0.4 pts	99.8% +0.1 pts
Open	26.5 M -22.2%	5.1 M -3.2%	1.9 M -2.7%	645.0 K 33.4%	8.7 M 4.0%	173.4 K -95.5%	169.1 K 186.2%	4.2 M -45.7%	2.0 M -16.3%	1.7 M -32.0%	1.1 M -41.8%	778.9 K 78.6%
Open%	17.6% +2.0 pts	18.4% +1.1 pts	15.0% 0.00 pts	23.6% +1.6 pts	21.6% +5.9 pts	38.6% +23.1 pts	12.0% 14.7 pts	12.5% -0.1 pts	19.0% -2.2 pts	18.1% +1.1 pts	18.8% -0.1 pts	12.9% -0.1 pts
Click	2.8 M 19.9%	692.6 K 13.2%	177.8 K -3.5%	126.6 K 49.0%	1.3 M 124.5%	26.4 K -92.9%	23.9 K 189.9%	103.4 K -45.0%	119.5 K -14.8%	48.0 K -28.2%	79.2 K -16.4%	49.5 K 74.7%
CTR	1.8% +0.8 pts	2.5% +0.5 pts	1.4% -0.01 pts	4.6% +0.8 pts	3.3% +2.2 pts	5.9% +4.4 pts	1.7% -2.0 pts	0.3% 0.00 pts	1.1% -0.1 pts	0.5% +0.1 pts	1.4% +0.4 pts	0.8% -0.03 pts
CTOR	10.4% +3.7 pts	13.5% +1.9 pts	9.1% -0.1 pts	19.6% +2.0 pts	15.1% +8.0 pts	15.2% +5.6 pts	14.1% +0.2 pts	2.5% +0.03 pts	5.9% +0.1 pts	2.8% +0.1 pts	7.4% +2.2 pts	6.4% -0.1 pts
Unsub.	296.0 K -36.6%	49.0 K -23.4%	22.0 K -44.6%	14.2 K 31.8%	120.4 K 17.7%	56 -99.9%	3.4 K 814.1%	60.2 K -54.4%	7.1 K -37.8%	2.2 K -92.3%	6.5 K -67.2%	11.0 K 28.9%
Unsub%	0.20% -0.02 pts	0.18% -0.03 pts	0.17% -0.13 pts	0.52% +0.03 pts	0.30% +0.11 pts	0.01% -0.26 pts	0.24% +0.07 pts	0.18% -0.04 pts	0.07% -0.03 pts	0.02% -0.17 pts	0.11% -0.09 pts	0.18% -0.07 pts
Bookings	52.3 K 18.1%	12.2 K 12.4%	3.6 K -2.8%	2.2 K 33.1%	16.8 K 78.7%	2.5 K -68.7%	135 -78.8%	1.6 K -62.2%	2.9 K -3.6%	1.7 K 19.5%	6.9 K 220.4%	1.8 K 69.9%
Rmnts	111.7 K 13.1%	27.9 K 14.3%	8.2 K 0.7%	4.3 K 15.8%	33.0 K 54.0%	4.9 K -72.1%	308 -78.9%	3.3 K -59.6%	6.7 K -2.3%	4.1 K 21.9%	14.9 K 195.0%	4.1 K 81.6%
Revenue	\$18.1 M 11.0%	\$4.6 M 12.7%	\$1.4 M 4.5%	\$651.1 K 10.7%	\$5.1 M 47.1%	\$772.5 K -73.0%	\$45.7 K -80.1%	\$516.5 K -59.0%	\$1.1 M -4.4%	\$791.3 K 38.7%	\$2.4 M 153.8%	\$681.8 K 85.7%
Conv%	1.89% -0.03 pts	1.77% -0.01 pts	2.02% +0.02 pts	1.71% -0.20 pts	1.28% -0.33 pts	3.37% +7.25 pts	0.57% -7.2 pts	1.51% -0.69 pts	2.43% +0.28 pts	3.58% +1.43 pts	8.65% +6.39 pts	3.73% -0.11 pts
BPK	0.35 71.5%	0.44 23.6%	0.28 -0.1%	0.79 7.2%	0.42 136.9%	5.50 1644.6%	0.10 -96.7%	0.05 -31.1%	0.27 3.3%	0.18 86.9%	1.20 448.4%	0.31 -5.7%

# MEMBER LEVEL TRENDS: JANUARY 2020

- Basic open and clicks rates are up in Jan compared to Bonvoy '19 avg; removing inactive SPG members helped KPIs
- Engagement is steady for Silver and Gold members

## NON-MEMBER

## BASIC

## SILVER

## GOLD

### Jan. vs. Bonvoy 2019 Avg.

Delivered: 13.6 M

Open%: 10.5% (-2.2 pts.)

CTR: 0.4% (-0.02 pts.)

CTOR: 4.1% (+0.8 pts.)

Unsub.%: 0.53% (-0.06 pts.)

Delivered: 88.1 M

Open%: 16.5% (+3.4 pts.)

CTR: 1.9% (+1.2 pts.)

CTOR: 11.6% (+6.3 pts.)

Unsub.%: 0.22% (+0.01 pts.)

Delivered: 15.5 M

Open%: 17.7% (-0.4 pts.)

CTR: 1.7% (+0.3 pts.)

CTOR: 9.6% (+1.9 pts.)

Unsub.%: 0.07% (-0.03 pts.)

Delivered: 19.4 M

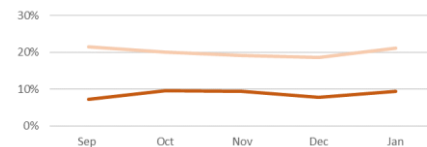
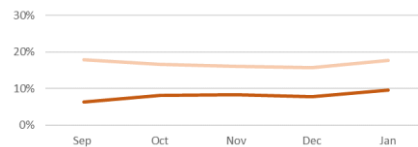
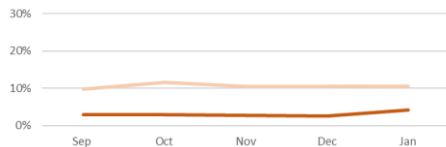
Open%: 21.1% (-0.5 pts.)

CTR: 2.0% (+0.05 pts.)

CTOR: 9.4% (+0.4 pts.)

Unsub.%: 0.06% (-0.03 pts.)

### Monthly Trends





# MEMBER LEVEL TRENDS: JANUARY 2020

- Slight engagement declines with upper Elites; possible impact from sending fewer emails (for example: global promo ended mid-Jan)
- Continue to monitor engagement in the next two months to see if decline patterns persist

## PLATINUM

## TITANIUM

## AMBASSADOR

### Jan. vs. Bonvoy 2019 Avg.

Delivered: 7.7 M

Open Rate: 24.4% (-3.6 pts.)

CTR: 2.2% (-0.4 pts.)

CTOR: 8.9% (-0.3 pts.)

Unsub. Rate: 0.03% (-0.02 pts.)

Delivered: 6.0 M

Open Rate: 26.7% (-0.6 pts.)

CTR: 2.9% (-0.4 pts.)

CTOR: 10.8% (-1.3 pts.)

Unsub. Rate: 0.02% (-0.01 pts.)

Delivered: 1.2 M

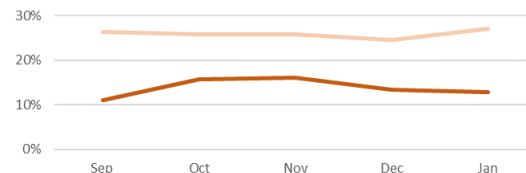
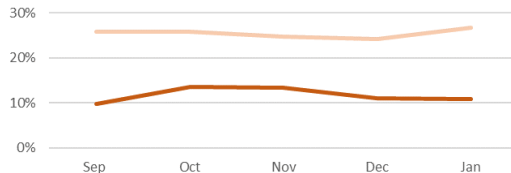
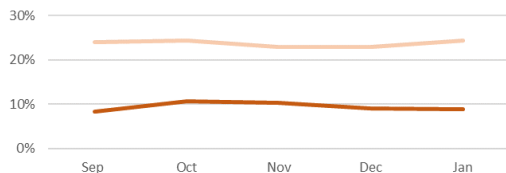
Open Rate: 27.1% (-0.8 pts.)

CTR: 3.5% (-0.4 pts.)

CTOR: 12.7% (-0.9 pts.)

Unsub. Rate: 0.02% (-0.02 pts.)

### Monthly Trends



— Open% — CTOR



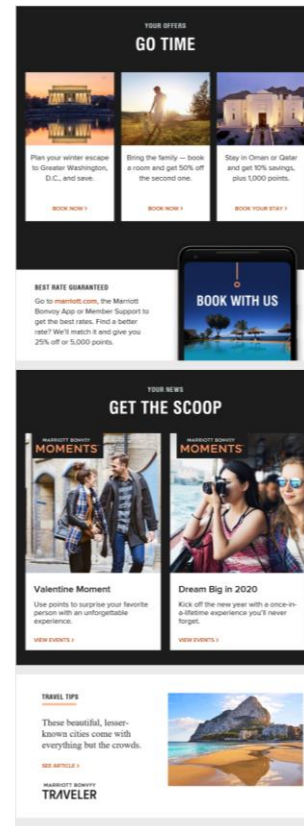
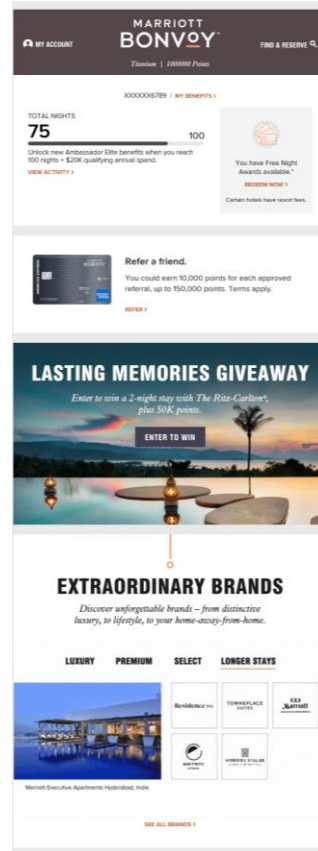
# KEY INITIATIVES & CAMPAIGNS

# MAU CREATIVE: JANUARY 2020

## EXAMPLE OF GLOBAL ENGLISH VERSION

Subject Line: Your Marriott Bonvoy Account  
Update: Special Offers, Benefits & More

Pre-Header: See What's New in January





# MAU PERFORMANCE SUMMARY: JANUARY 2020

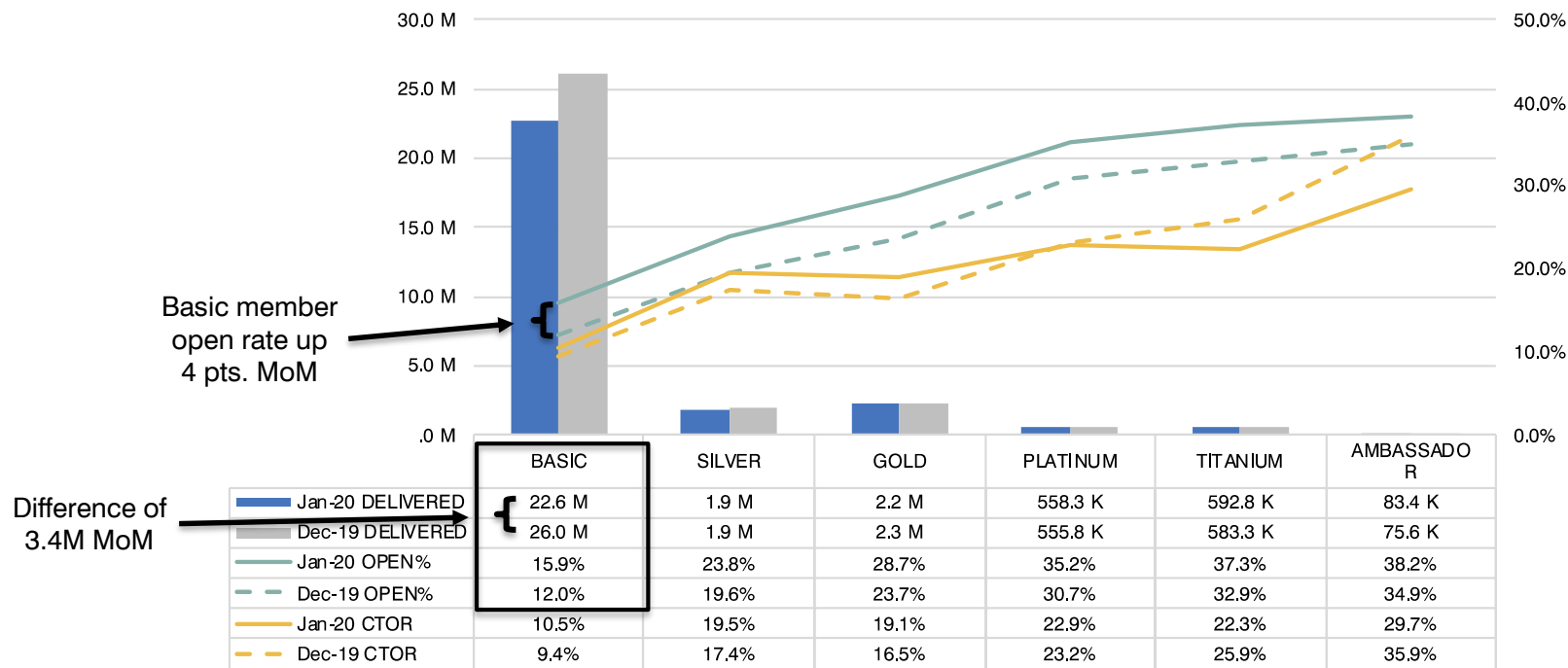
## ALL VERSIONS: GLOBAL ENGLISH (1/16) + IN. LANG. (1/23)

	Delivered	Opens	Open Rate	Clicks	CTR	CTOR	Unsub. Rate	Room Nts.	Revenue
MAU Jan. '20	27.9 M	5.1 M	18.4%	692.6 K	2.5%	13.5%	0.18%	27.9 K	\$4.4 M
vs. Dec '19 MAU	-11.2% (-3.5 M)	+16% (+713 K)	+4.3 pts.	+27% (+147 K)	+0.7 pts.	+1.2 pts.	+0.02 pts.	+38.1% (+8 K)	+45.7% (+\$2 M)
vs. 2019 MAU avg.	-9.1% (-2.8 M)	-3% (-168 K)	+1.1 pts.	+81 K	+0.5 pts.	+1.9 pts.	-0.03 pts.	+14.3% (+3 K)	+12.7% (+\$524 K)

- Rolling off 3.5M inactive members in Dec. '19 made a positive impact on Jan. engagement
- Improvements are seen across all KPIs when comparing MoM and vs. the MAU 2019 avg.
- Open rate lift was influenced by View Time Open (VTO) pilot with Yahoo! for over 3.4M members
  - Results showed higher than avg. open rates for Yahoo! email recipients
- Planning sessions have begun for using Agility IQ to optimize subject lines and pre-headers, modifying email segmentation starting with Basics, as well as content updates and testing MVP vs. BAU logic

# ENGAGEMENT UP MoM FOR BASIC MEMBERS; IMPACT FROM REMOVING INACTIVE MEMBERS

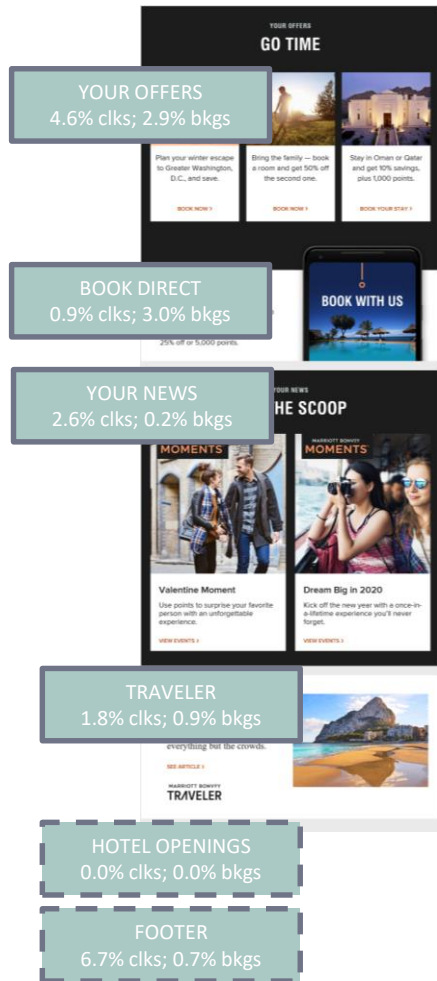
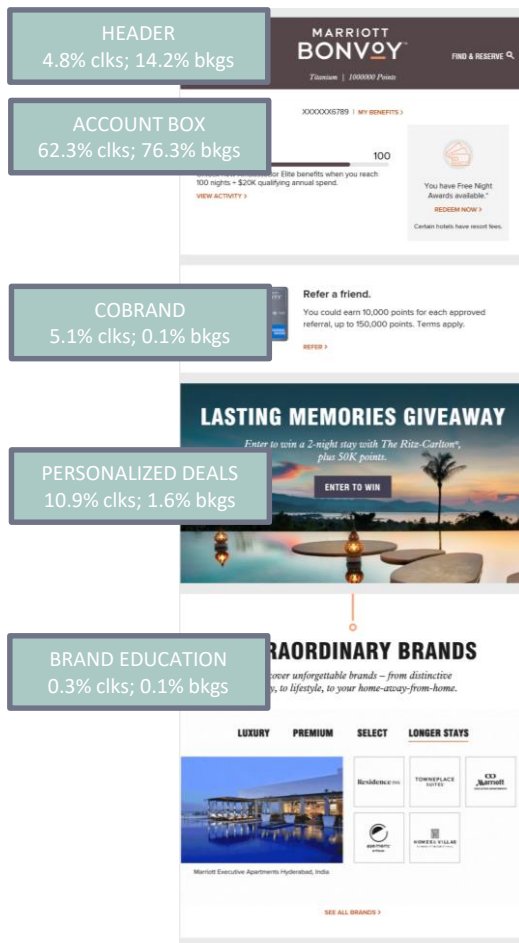
MAU Jan 2020 vs. Dec 2019 Engagement



# MAU JANUARY 2020

## DOMESTIC & INTERNATIONAL

- Account box and personalized deals continue to catch clicks
- Fewer clicks overall on brand education from shifting targeting to new members; consider showing only a few times in a row to reduce click fatigue
- Book Direct drove the same % of bookings as Your Offers (MVP) above it
  - Test adding Book Direct CTA to attract more clicks & bookings
  - Consider showing to new members and those with an affinity for booking through non-central channels
- 1.8% of clicks on Traveler module, highest since launch; next steps are to further target content and align it with other email content



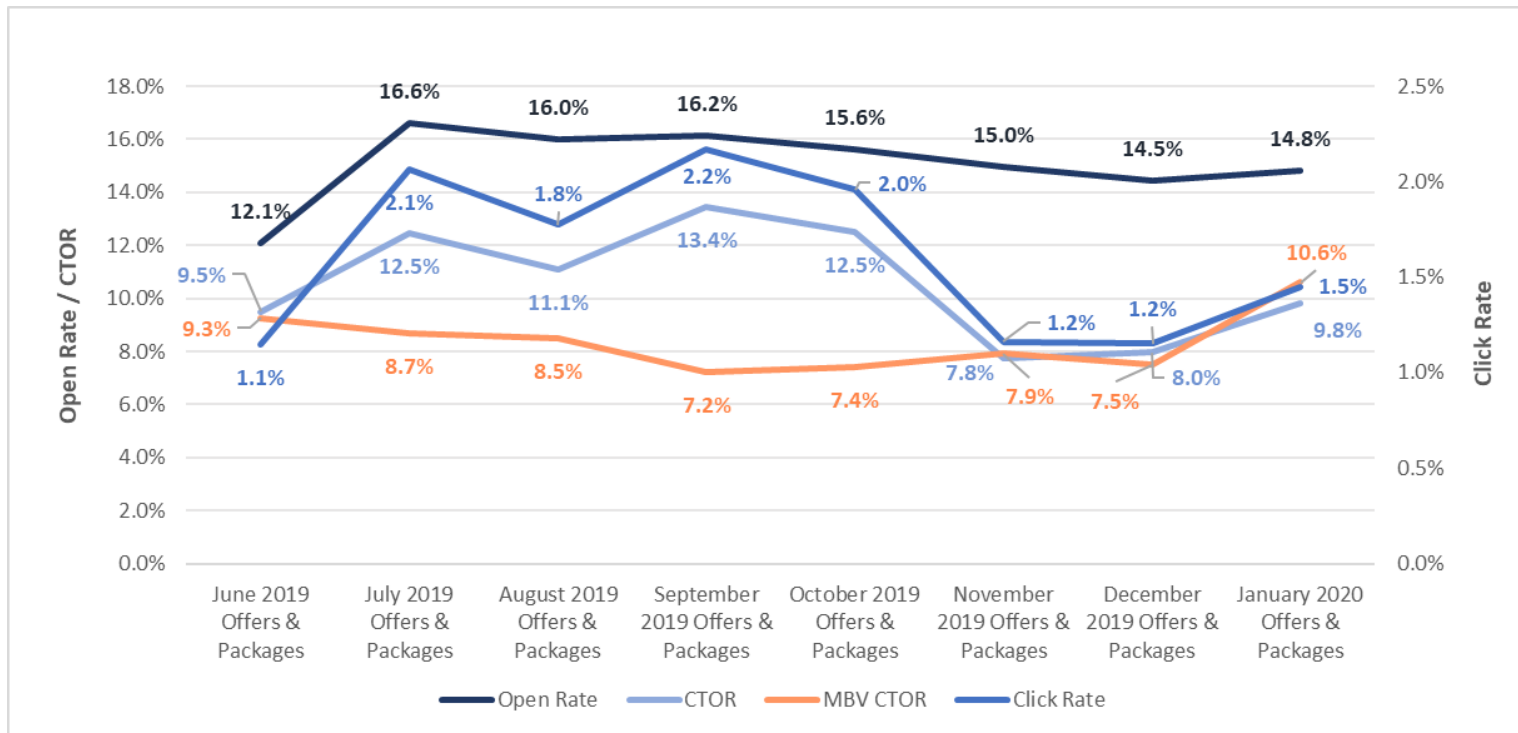
# OFFERS AND PACKAGES

Email Campaign Deep Dive

February 7, 2020

# OFFERS & PACKAGES DEEP DIVE: CAMPAIGN PERFORMANCE

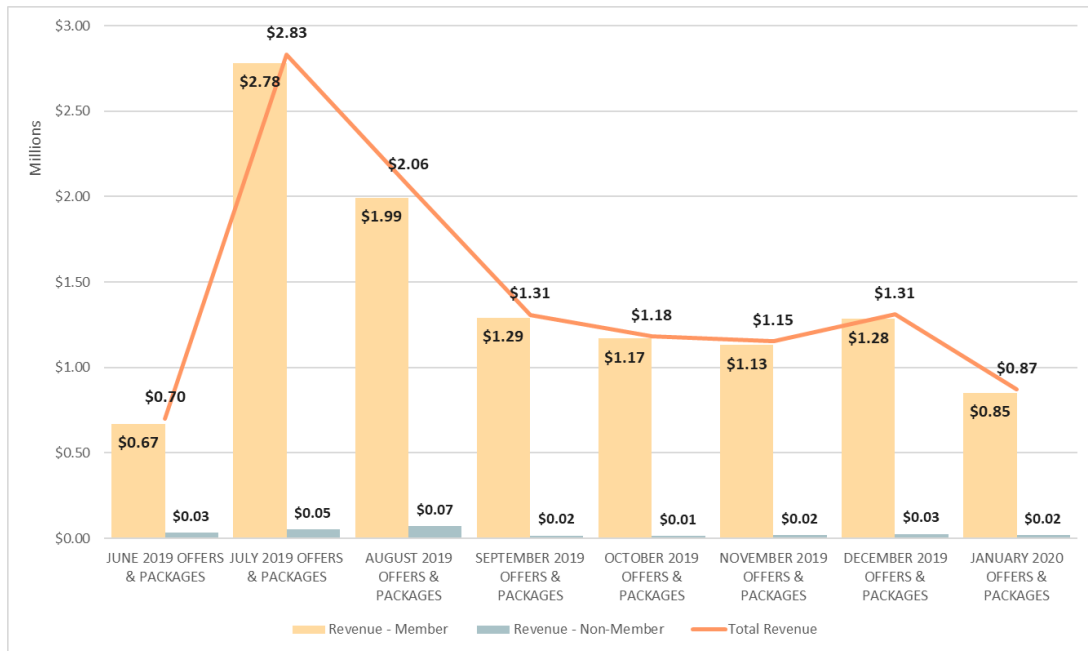
Month-Over-Month, June 2019 – January 2020





# OFFERS & PACKAGES DEEP DIVE: CAMPAIGN GENERATED REVENUE

Month-Over-Month, June 2019 – January 2020



**DELIVERED**  
**106,293,455**

**CLICKED**  
**1,733,109**

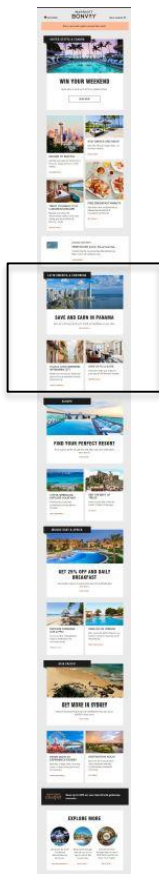
**REVENUE /**  
**1,000 EMAILS**  
**\$107.46**

**REVENUE /**  
**CLICK**  
**\$6.59**

Campaign	Revenue - Member	Revenue - Non-Member	Total Revenue
JUNE 2019 OFFERS & PACKAGES	\$670,195.21	\$31,904.83	\$702,100.04
JULY 2019 OFFERS & PACKAGES	\$2,782,069.36	\$50,346.77	\$2,832,416.14
AUGUST 2019 OFFERS & PACKAGES	\$1,994,558.98	\$70,329.96	\$2,064,888.95
SEPTEMBER 2019 OFFERS & PACKAGES	\$1,291,935.38	\$16,550.47	\$1,308,485.85
OCTOBER 2019 OFFERS & PACKAGES	\$1,168,830.62	\$12,340.82	\$1,181,171.44
NOVEMBER 2019 OFFERS & PACKAGES	\$1,132,087.82	\$19,737.96	\$1,151,825.79
DECEMBER 2019 OFFERS & PACKAGES	\$1,284,661.25	\$25,251.76	\$1,309,913.01
JANUARY 2020 OFFERS & PACKAGES	\$851,622.68	\$19,818.24	\$871,440.92
<b>Total Revenue</b>	<b>\$11,175,961.30</b>	<b>\$246,280.82</b>	<b>\$11,422,242.12</b>

- After an initial spike from June to July, Offers & Packages saw a steady decline in revenue from July 2019 through January 2020
- Revenue attributed to the Non-Member audience makes up only 2% of campaign-generated revenue over the course of the entire Offers & Packages campaign

# OFFERS & PACKAGES DEEP DIVE: SECONDARY CONTENT RESULTS



## Any trends in secondary content engagement?

- Regional content shown higher in the email/order to larger audiences perform better, and account for a greater share of the total clicks on secondary content.
- The Primary Feature/Hero content attracts most of the engagement in secondary content placements.

## What types of offers/content is performing the best?

- Content/offers that promote or include percentage-off or potential savings seem to draw more attention than generic/broad content.
- Inspirational copy paired with visually appealing imagery (bright, vivid, luxury) has shown to attract engagement as well.
- Destination (driving to Traveler) content also performs very well.

## Possible updates/changes to secondary content strategy?

- Show one, personalized offer as hero placement per secondary region
  - Shorten email and add another level of personalization beyond region of residence

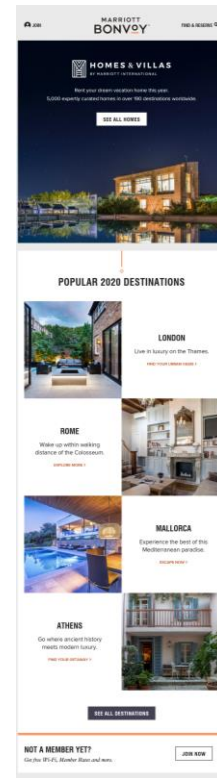
# HOMES & VILLAS SOLO (1/07)

	Delivered	Open Rate	CTR	CTOR	Unsub. Rate
<b>Jan. 2020</b> (all regions)	<b>9.4 M</b>	<b>18.2%</b>	<b>1.3%</b>	<b>7.3%</b>	<b>0.21%</b>
vs. Oct '19 HVMI Solo	-28.1% (-3.6 M)	+4.3 pts	+0.3 pts	-0.4 pts	-0.01 pts
vs. May '19 HVMI Solo	-67.0% (-19.1 M)	+0.1 pts	-0.1 pts	-0.8 pts	-0.11 pts
<i>Regional Engagement (Members)</i>					
<b>U.S. Members</b>	<b>8.3 M</b>	<b>18.1%</b>	<b>1.4%</b>	<b>7.8%</b>	<b>0.12%</b>
<b>Europe Members</b>	<b>514 K</b>	<b>25.7%</b>	<b>2.5%</b>	<b>9.6%</b>	<b>0.16%</b>

- Open rates were above previous mailings and influenced by subject line optimization (test & roll); click rates were just slightly lower than 2019 emails
- U.S. members made up 88% of the 9.4M total & heavily influenced results, but Europe members had higher engagement
- Non-members for both regions had high open rates showing interest in travel content (U.S. at 18.6% and Europe at 26.3%); click rates dropped almost 50% and unsubs were as high as 1.0%

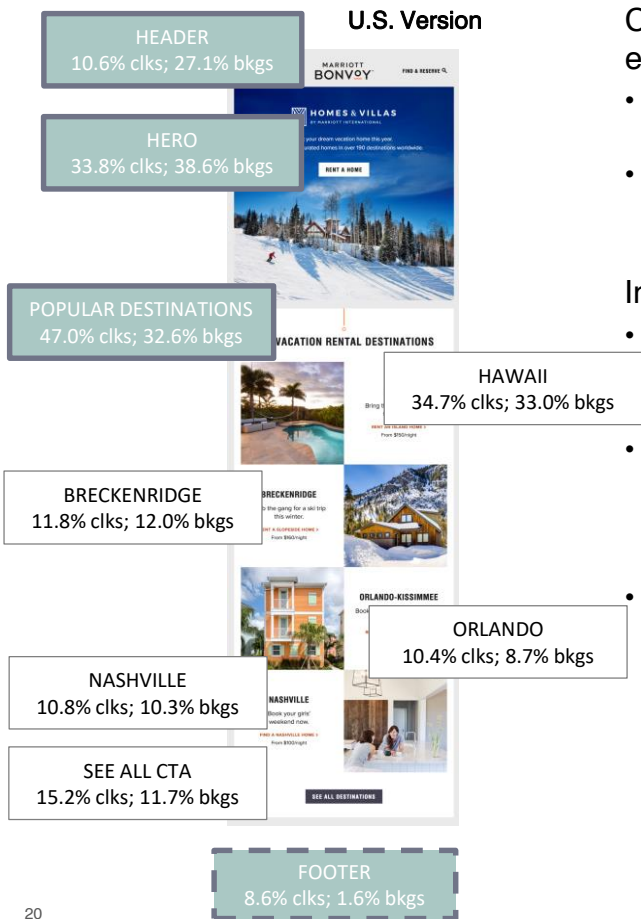
**Subject Line:** Bob, Need Inspiration for Your Next Holiday?  
**Pre Header:** See our curated list of over 5,000 homes and villas.

Same creative for members and non-members within each region  
**U.S. Version**      **Europe Version**



# HOMES & VILLAS SOLO: HEATMAPS

## Member Versions



Click distribution was similar in both email versions

- Heros received a little over 30% of the email clicks
- Destination modules received over 47% of clicks

Increase hero clicks by:

- Testing a specific destination and/or property in the hero
- Geo-target to improve relevancy; show destinations based on travel propensity or feeder market

Use weather targeting logic to show warm & sunny destinations to those opening the email in cold or rainy places

"Wish those clouds away with a vacation to sunny Orlando..."

## Europe Version



# INCENT REDEMPTION

Refreshed Creative Launched 1/23

	Delivered	Open Rate	CTR	CTOR	Unsub. Rate
<b>Jan. 2020</b>	<b>1.1 M</b>	<b>27.0%</b>	<b>5.1%</b>	<b>18.8%</b>	<b>0.06%</b>
vs. Incent Redemption 2019 Avg.		+5.9 pts.	+2.5 pts.	+6.8 pts.	-0.02 pts.

Email engagement increased in Jan '20 compared to 2019 I.R. avg.; possible effect of refreshed subject line and email content

- Open rates were +6 pts from adding point balance back into subject line
  - Additional subject line & pre-header personalization tactics are planned for 2020
- Click rates were also higher than the 2019 Incent Redemption email avg.
  - Refreshed hero referencing “free night” pulled clicks from other modules; 52% of clicks (up 9 pts.)
  - Property module went from black to a lighter color background and the headline was more direct about booking; section generated 7% of clicks (down 5 pts.)
  - Lighter Book Direct background; module drove 1.8% of clicks (up 0.8 pts.)
- Additional content and versioning is planned for 2020, that includes adding point expiration date reminders

**Subject Line:** John, Redeem Your 30,000 Points for a Free Night

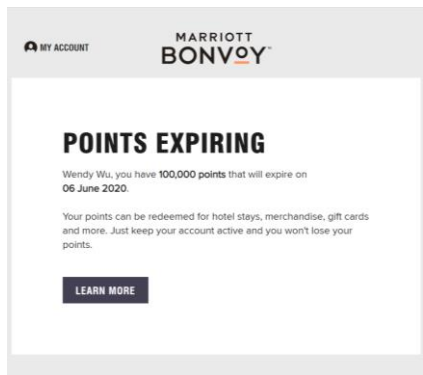
**Pre Header:** Choose from 7,000 hotels worldwide.



# POINTS EXPIRATION SOLOS & AUTO

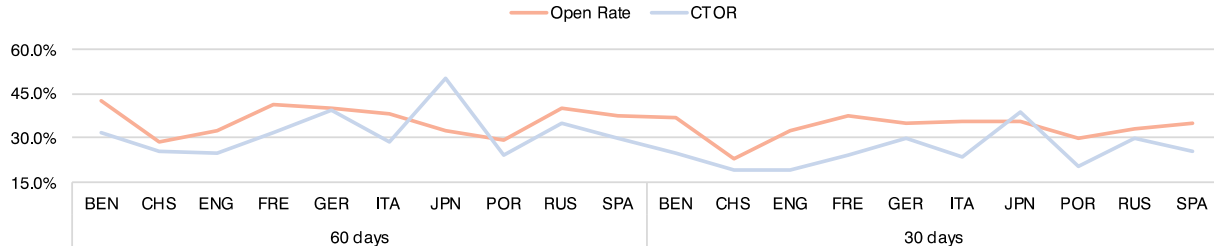
**Subject Line:** Your Points Are About to Expire  
**Pre Header:** Act soon so you don't lose what you've earned.

	Delivered	Opens	Open Rate	Clicks	CTR	CTOR	Unsub. Rate
Jan 3 <sup>rd</sup> Ad hoc Solo (60 day)	6.8 M	2.3 M	33.6%	586 K	8.7%	25.8%	0.55%
Jan 29 <sup>th</sup> Ad hoc Solo (30 day)	5.9 M	2.0 M	33.0%	397 K	6.7%	20.3%	0.51%
90 Day Auto Email	366.8 K	130.5 K	35.6%	34.2 K	9.3%	26.2%	0.49%



- Above average engagement from a highly-targeted, time-sensitive campaign; consider testing greater urgency in the subject line and/or pre-header to lift open rates (start subject line with “Important:” or “Act Now:”, add expiration date)
- 30 day reminder garnered 2M additional opens and 397K additional clicks; look into tracking redemptions to measure success in reaching campaign goals
- High open rates were from the British English and French versions; Japanese openers were the most engaged (50% CTOR with Jan 3<sup>rd</sup> email and 39% CTOR with Jan 29<sup>th</sup> email)

Points Expiration Jan 2020 Engagement by Language





# TESTING & OPTIMIZATION

# SUBJECT LINE TEST RESULTS

HOMES & VILLAS (1/07)	WINNERS	DESCRIPTION OF WINNER
<b>Member U.S.</b> <ul style="list-style-type: none"> <li>Earn Points while You Stay in Your Dream Vacation Home</li> <li>Dreamy Beach Home? Cozy Cabin? Urban Chic Flat?</li> <li>Bob, Need Inspiration for Your Next Vacation?</li> </ul>	<b>Winner</b> -0.61 pts -0.12 pts*	Led with member benefit  <i>*Not statistically significant; retest</i>
<b>Non-Member U.S.</b> <ul style="list-style-type: none"> <li>Bob, Need Inspiration for Your Next Vacation?</li> <li>Earn Points while You Stay in Your Dream Vacation Home</li> <li>Dreamy Beach Home? Cozy Cabin? Urban Chic Flat?</li> </ul>	<b>Winner</b> -0.78 pts -0.54 pts	Question, support tone, personalized  <i>*Statistically significant</i>
<b>Member EUR</b> <ul style="list-style-type: none"> <li>Bob, Need Inspiration for Your Next Vacation?</li> <li>Earn Points while You Stay in Your Dream Vacation Home</li> <li>Dreamy Beach Home? Cozy Cabin? Urban Chic Flat?</li> </ul>	<b>Winner</b> +0.47 pts -1.44 pts*	Question, support tone, personalized  <i>*Not statistically significant; retest</i>
<b>Non-Member EUR</b> <ul style="list-style-type: none"> <li>Bob, Need Inspiration for Your Next Vacation?</li> <li>Dreamy Beach Home? Cozy Cabin? Urban Chic Flat?</li> <li>Earn Points while You Stay in Your Dream Vacation Home</li> </ul>	<b>Winner</b> -0.57 pts* +0.42 pts*	Question, support tone, personalized  <i>*Not statistically significant; retest</i>



# VIEW TIME OPEN (VTO) OPTIMIZATION (YAHOO!)

JANUARY 2020 MAU

- This technology places an email in your inbox once you log into your email provider account.
- Yahoo! audience engagement in previous months was consistently higher than other domains, but Jan '20 saw a noticeable 3x increase with a 100% deliverability rate; data was statistically significant
- Possible influence from removing SPG inactives late Dec 2019 and sending fewer emails; consider retesting to isolate change

Months	Attempted	Delivered	Delivered %	Opened	Opened %	Diff.	Clicked	Clicked %
<b>November '19</b>	<b>21.4 M</b>	<b>21.4 M</b>	<b>99.92%</b>	<b>5.0 M</b>	<b>23.28%</b>		<b>911.8 K</b>	<b>4.26%</b>
Non-Yahoo	17.6 M	17.6 M	99.91%	4.0 M	23.06%		791.8 K	4.51%
Yahoo	3.9 M	3.9 M	99.93%	938.3 K	24.32%	+1.3 pts.	120.0 K	3.11%
<b>December '19</b>	<b>21.4 M</b>	<b>21.4 M</b>	<b>99.82%</b>	<b>4.2 M</b>	<b>19.70%</b>		<b>536.7 K</b>	<b>2.51%</b>
Non-Yahoo	17.6 M	17.5 M	99.81%	3.4 M	19.32%		455.0 K	2.59%
Yahoo	3.8 M	3.8 M	99.87%	821.6 K	21.44%	+2.1 pts.	81.7 K	2.13%
<b>January '20</b>	<b>19.0 M</b>	<b>19.0 M</b>	<b>99.82%</b>	<b>5.8 M</b>	<b>30.35%</b>		<b>705.4 K</b>	<b>3.72%</b>
Non-Yahoo	15.5 M	15.5 M	99.78%	4.5 M	28.95%		584.9 K	3.78%
Yahoo	3.5 M	3.5 M	<b>100.00%</b>	1.3 M	36.59%	+7.6 pts.	120.6 K	3.46%

\*\*Yahoo Includes:

yahoo.ca  
 yahoo.co.id  
 yahoo.co.in  
 yahoo.co.uk  
 yahoo.com  
 yahoo.com.au  
 yahoo.com.sg  
 yahoo.es  
 yahoo.fr

# VIEW TIME OPEN (VTO) OPTIMIZATION (YAHOO!)

JANUARY 2020 TRAVELER

- This technology places an email in your inbox once you log into your email provider account.
- Both Non-VTO and VTO audiences saw a lift in open rates in Jan, but the VTO audience saw a noticeable increase of 5x more and had 100% deliverability; data was statistically significant
- Consider retesting one more month to establish patterns

Months	Attempted	Delivered	Delivered %	Opened	Opened %	Diff.	Clicked	Clicked %
<b>November</b>	8.5 M	8.5 M	99.92%	1.3 M	15.51%		77.4 K	0.91%
Non-Yahoo	6.7 M	6.7 M	99.90%	1.1 M	15.70%		64.4 K	0.96%
Yahoo	1.8 M	1.8 M	99.98%	263.3 K	14.79%	-0.92 pts.	13.0 K	0.73%
<b>December</b>	8.5 M	8.5 M	99.93%	1.2 M	14.09%		64.6 K	0.76%
Non-Yahoo	6.7 M	6.7 M	99.91%	936.6 K	14.01%		53.8 K	0.80%
Yahoo	1.8 M	1.8 M	99.99%	255.9 K	14.38%	+0.37 pts.	10.8 K	0.61%
<b>January</b>	8.1 M	8.1 M	99.92%	1.6 M	19.99%		105.3 K	1.30%
<b>Non-VTO</b>	5.7 M	5.7 M	99.92%	1.2 M	20.80%		72.8 K	1.27%
Non-Yahoo	4.5 M	4.5 M	99.91%	932.1 K	20.55%		63.2 K	1.39%
Yahoo	1.2 M	1.2 M	99.97%	262.4 K	21.72%	+1.17 pts.	9.6 K	0.80%
<b>VTO</b>	2.3 M	2.3 M	99.93%	420.8 K	18.01%		32.4 K	1.39%
Non-Yahoo	1.8 M	1.8 M	99.91%	310.9 K	16.84%		27.5 K	1.49%
Yahoo	489.7 K	489.7 K	<b>100.00%</b>	109.9 K	22.44%	+5.60 pts.	4.9 K	0.99%

\*\*Yahoo Includes:

yahoo.co.uk

yahoo.com

yahoo.fr

## RE-ORDER TEST RESULTS (MIDPOINT CHECK-IN)

### Test Design:

- United States & Canada – 4 test groups, each secondary region placed at beginning of secondary content order. Remaining regions ordered from least to most engaged, June 2019 through November 2019.
  - Control Group receives original secondary content ordering (June 2019 – November 2019)
- Europe, Asia Pacific, Middle East & Africa, Central & Latin America – 1 test group per region. Secondary content ordered from least to most engaged, June 2019 – November 2019.
  - Control Group receives original secondary content ordering (June 2019 – November 2019)

### DECEMBER 2019 RESULTS

Secondary Content Region	Primary Region				
	USCA	CALA	EUR	MEA	APAC
USCA	-	5.5%	2.8%	2.7%	3.6%
CALA	4.5%	-	3.1%	3.0%	3.0%
EUR	5.6%	9.1%	-	7.2%	5.6%
MEA	3.3%	4.5%	6.0%	-	4.0%
APAC	4.0%	5.0%	6.2%	5.0%	-

\*Order shown in chart not indicative of order/placement of content in email layout

- European content attracted the most engagement across all Primary Regions (excluding Europe itself)
  - Asia Pacific and Middle East & Africa content performed the best for the Europe Primary Region
- Asia Pacific content also consistently showed strong engagement across all Primary Regions

### JANUARY 2020 RESULTS

Secondary Content Region	Primary Region				
	USCA	CALA	EUR	MEA	APAC
USCA	-	4.6%	5.0%	4.9%	5.5%
CALA	4.4%	-	4.0%	3.2%	2.4%
EUR	5.4%	9.4%	-	7.2%	6.0%
MEA	3.6%	4.4%	6.3%	-	3.8%
APAC	3.1%	3.8%	6.0%	5.9%	-

\*Order shown in chart not indicative of order/placement of content in email layout

- Results from the January deployment of Offers & Packages in regards to Secondary Content are similar to the results seen in December
  - Looking at the distribution of click activity (total clicks on regional content/total clicks), we see a similar distribution
- Engagement on USCA content was increased from December to January for the Europe, Middle East & Africa, and Asia Pacific primary regions
- Europe content continues to perform better across the board, no matter the order placement



# **ACTIONABLE INSIGHTS**

# ACTIONABLE INSIGHTS

- A deeper dive into the Bonvoy Escapes campaign may be needed to understand if there is offer and/or frequency fatigue
- In MAU, consider showing the brand education module to new members about 2-3 times consistently and then reduce frequency to maintain consistent module engagement
- Consider showing Book Direct messaging to new members and those with an affinity for booking through non-central channels
- Increase Homes & Villas hero clicks by:
  - Testing a specific destination and/or property in the hero
  - Geo-target to improve relevancy; show destinations based on travel propensity or feeder market
  - Use weather targeting through Epsilon to show warm & sunny destinations to those opening the email in cold or rainy places
- Continue testing View Time Open (VTO) tactics with Yahoo! domains to establish patterns and determine overall optimization effectiveness
- Test greater urgency in the Points Expiration Auto subject line and/or pre-header to lift open rates (e.g. start subject line with “Important:” or “Act Now:”, add expiration date)

# INDUSTRY EXAMPLES

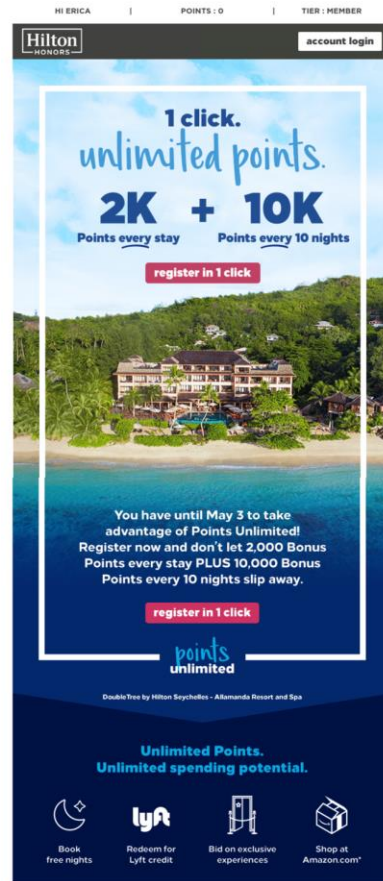
# “How to Use Points” Reminder: Promotional Email

Question style subject line:

“What would you do with Unlimited Points, Erica?”

Quick reminder of how to use points in registration email

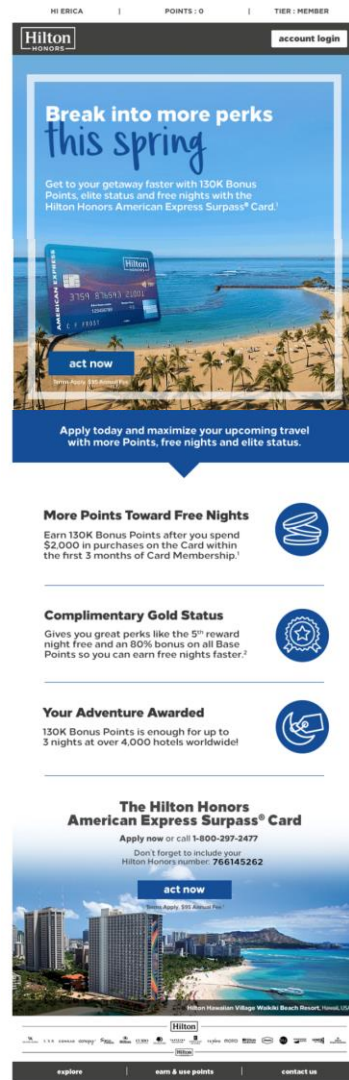
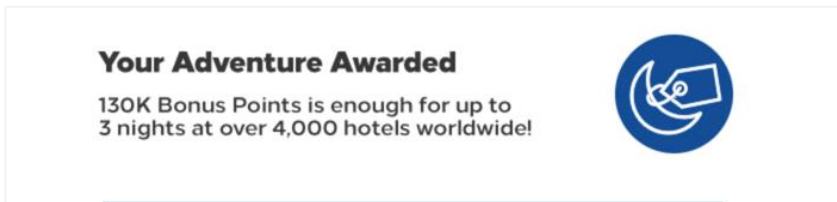
- Great opportunity for redemption reminder content
- If clicked, continue member through the registration process; update registration confirmation page or confirmation email with this message – CTA goes to How to Use Points landing page
- Consider as testing opportunity in future global promo emails



# Another "How to Use Points" Example: Cobrand Acquisition Email

Subject line = "Erica, get to spring break faster with 130K Bonus Points"

Explains to reader what they can do with the additional points





# Relevant Use of Weather

Intriguing and personalized subject line

Pre-header is a continuation of the subject line

SL = “Inside: your personalized weather forecast.”

PH = “+ Get \$10 off online with code LEVELUP.”

Weather forecast shown for the week provides support for shoe recommendations

Consider using weather to add a contextual, personalized reason to book

- Use to target locations to readers in places where it is raining or cold
- Enhance destination content by showing the weather for an upcoming long holiday weekend; show weather above destinations and use copy to entice reader to book next trip

**HEY, ERICA**  
Here's a look at the week ahead in  
ARLINGTON, VIRGINIA

**TODAY 44°** Rain

FRI 45°	SAT 40°	SUN 54°
MON 63°	TUE 65°	WED 65°

LOOKS LIKE YOU MIGHT NEED THESE...

**DSW**  
BECAUSE WINTER IS HARD  
\$10 \$20 \$60  
OFF-44 OFF-50 OFF-100  
WITH ONLINE CODE LEVELUP  
YOUR (STYLE) FORECAST  
**HEY, ERICA**  
Here's a look at the week ahead in  
ARLINGTON, VIRGINIA  
**TODAY 44°** Rain  
LOOKS LIKE YOU MIGHT NEED THESE:  
**FOR THURSDAY**  
**FOR FRIDAY**  
**FOR SATURDAY**  
**FOR SUNDAY**  
**FOR MONDAY**

MARRIOTT  
BONVOY™

# Thank You!



HOTEL MARQUÉS DE RISCAL, A LUXURY COLLECTION HOTEL, ELCIEGO, SPAIN

# MARRIOTT BONVOY

## EMAIL PROGRAM TOTALS: JAN 2020






% of Total Emails Sent	100%	18%	9%	2%	27%	0%	1%	22%	7%	6%	4%	4%
	Total	MAU	Offers and Packages	LPM	Solo	Promotions	ATM Other	Cobrand	Moments	METT	Brand BPP	Bonvoy Escapes
SENT	152.8 M	28.1 M	13.0 M	3.0 M	41.1 M	450.4 K	1.4 M	33.6 M	10.6 M	9.6 M	5.8 M	6.0 M
DELIVERED	151.1 M	27.9 M	13.0 M	2.7 M	40.2 M	449.6 K	1.4 M	33.4 M	10.6 M	9.6 M	5.7 M	6.0 M
DELIVERY%	98.9%	99.4%	99.4%	91.8%	97.8%	99.8%	98.4%	99.4%	99.9%	99.3%	99.3%	99.8%
OPEN	26.5 M	5.1 M	1.9 M	645.0 K	8.7 M	173.4 K	169.1 K	4.2 M	2.0 M	1.7 M	1.1 M	778.9 K
OPEN%	17.6%	18.4%	15.0%	23.6%	21.6%	38.6%	12.0%	12.5%	19.0%	18.1%	18.8%	12.9%
CLICK	2.8 M	692.6 K	177.8 K	126.6 K	1.3 M	26.4 K	23.9 K	103.4 K	119.5 K	48.0 K	79.2 K	49.5 K
CTR	1.8%	2.5%	1.4%	4.6%	3.3%	5.9%	1.7%	0.3%	1.1%	0.5%	1.4%	0.8%
CTOR	10.4%	13.5%	9.1%	19.6%	15.1%	15.2%	14.1%	2.5%	5.9%	2.8%	7.4%	6.4%
UNSUB	296.0 K	49.0 K	22.0 K	14.2 K	120.4 K	56	3.4 K	60.2 K	7.1 K	2.2 K	6.5 K	11.0 K
UNSUB%	0.20%	0.18%	0.17%	0.52%	0.30%	0.01%	0.24%	0.18%	0.07%	0.02%	0.11%	0.18%
BOOKINGS	52.3 K	12.2 K	3.6 K	2.2 K	16.8 K	2.5 K	135	1.6 K	2.9 K	1.7 K	6.9 K	1.8 K
RMNTS	111.7 K	27.9 K	8.2 K	4.3 K	33.0 K	4.9 K	308	3.3 K	6.7 K	4.1 K	14.9 K	4.1 K
REVENUE	\$18.1 M	\$4.6 M	\$1.4 M	\$651.1 K	\$5.1 M	\$772.5 K	\$45.7 K	\$516.5 K	\$1.1 M	\$791.3 K	\$2.4 M	\$681.8 K
CONV%	1.89%	1.77%	2.02%	1.71%	1.28%	9.37%	0.57%	1.51%	2.43%	3.58%	8.65%	3.73%
BPK	0.35	0.44	0.28	0.79	0.42	5.50	0.10	0.05	0.27	0.18	1.20	0.31

BPK = Bookings per Thousand Delivered Emails

Financial data source: Omniture 7-day

## Offers & Packages Deep Dive: Primary Region Results

Past 8 Months, Rolled Up

REGION	 DELIVERED	 OPENERS		 CLICKERS		 BOOKINGS	 REVENUE
UNITED STATES & CANADA	90,213,146	13,503,873	15.0%	1,427,330	1.58%	26,835	\$9,511,174
EUROPE	4,028,961	882,400	21.9%	102,653	2.55%	1,663	\$878,355
LATIN AMERICA & CARIBBEAN	1,015,903	161,357	15.9%	15,526	1.53%	228	\$102,481
MIDDLE EAST & AFRICA	3,279,597	487,129	14.9%	54,719	1.67%	646	\$335,227
ASIA PACIFIC	7,755,848	1,115,257	14.4%	132,881	1.71%	1,280	\$595,004

- **The United States and Canada audience makes up 84.9% of the total delivered audience, and accounts for \$9.51 million, or 83.3% of campaign-generated revenue for Offers & Packages to this point.**
- **Over the past eight deployments, the Europe audience has posted significantly higher open rates. However, due to the audience mix, the overall open rate for Offers & Packages has stayed in the range of 14.5% to 16.6%**

\* Omniture Bookings  
- Bookings attributed to click in email within the past seven days. Attributed on a "last-click" basis.

\* Omniture Revenue - revenue attributed to a booking made within seven days of clicking on email link. Attributed on a "last-click" basis.

## Offers & Packages Deep Dive: Campaign Performance– Email Metrics

*By Monthly Campaign/Deployment*

Campaign/Deployment	Delivered	Openers	Open Rate	Clickers	Click Rate	Clicks - No Unsubscribe	CTOR	Unsubscribes
JUNE 2019 OFFERS & PACKAGES	10,503,516	1,269,153	12.1%	120,521	1.1%	94,056	9.5%	37,643
JULY 2019 OFFERS & PACKAGES	14,158,599	2,349,281	16.6%	292,695	2.1%	243,623	12.5%	62,121
AUGUST 2019 OFFERS & PACKAGES	14,185,778	2,270,392	16.0%	251,740	1.8%	205,045	11.1%	57,260
SEPTEMBER 2019 OFFERS & PACKAGES	13,739,039	2,219,020	16.2%	298,343	2.2%	269,153	13.4%	37,574
OCTOBER 2019 OFFERS & PACKAGES	13,793,967	2,156,855	15.6%	270,068	2.0%	242,781	12.5%	35,073
NOVEMBER 2019 OFFERS & PACKAGES	13,514,904	2,022,234	15.0%	156,884	1.2%	137,307	7.8%	24,919
DECEMBER 2019 OFFERS & PACKAGES	13,427,340	1,940,966	14.5%	154,617	1.2%	133,302	8.0%	28,865
JANUARY 2020 OFFERS & PACKAGES	12,970,312	1,922,115	14.8%	188,241	1.5%	173,121	9.8%	21,437
Total	106,293,455	16,150,016	15.2%	1,733,109	1.6%	1,498,388	10.7%	304,892

- **June Deployment:** Approximately 3.5 million members were suppressed from the Offers & Packages deployment due to coinciding deployments.
- Audience size has slowly decreased since July deployment.
- Open rates had slowly decreased from July to November, but may have leveled-off over the past three deployments.
- Click engagement outperformed Marriott Bonvoy totals between July and October, however, engagement reverted to Marriott Bonvoy totals in November, December and January.
  - November and December deployments were both deployed at the beginning of holiday weeks (U.S. Thanksgiving, Christmas).
  - Could have impact on open rates and click engagement.
- Continue to monitor if seasonality or timing has any impact on email engagement.