Email Analysis and Future Strategies March – May 2020

June 30, 2020

The Health of the Channel:
Phase 1 Email Communications
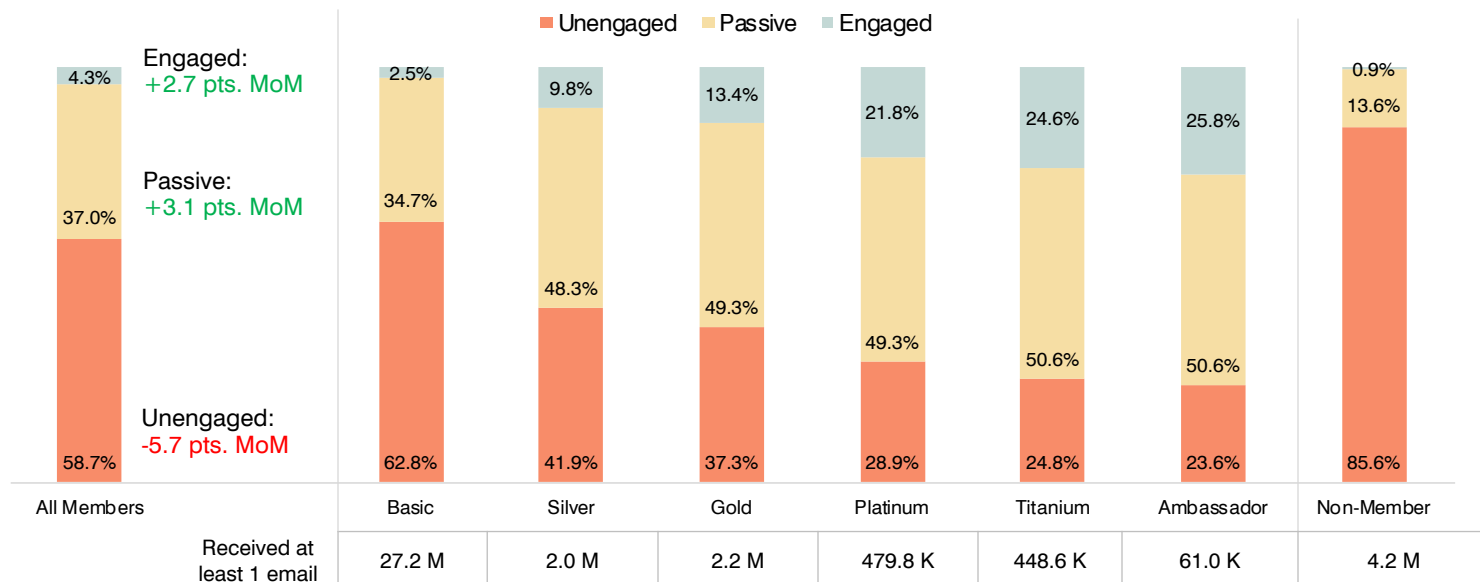
(March – May 2020)

Key Storylines

- Maintained the ability to keep them engaged during the Phase 1 period (March – May 2020)
  - More members engaged in May '20 emails compared to other months (+6 pts. MoM)

- Delivered 56% more emails in May '20 MoM and disengagement metrics were not negatively impacted; May unsubscribe rate was 0.15% (down 0.18 pts. MoM)

- Click rates are down from less deployments and fewer clicks in March & April; lift clicks through reactivation tactics and sending content that performed well during Phase 1

- Financial declines were expected during the phase 1 period due to the pandemic; the amount of bookings per delivered emails (BPK) was down 80% vs. pre-period

MARRIOTT
BONVOY™ | yes

Member engagement increased in May 2020; 41% of members engaged in emails (+6 pts. MoM)

- 32.4M members received at least 1 email in May '20; slightly below pre-pandemic average of 35M
- Positive engagement shift for all levels; the Engaged and Passive metrics were up MoM
  - Elites had higher lifts in the Engaged metric compared to Basic members; especially with Platinum & Titanium +10 pts. MoM
  - Raise the Engaged metric for Basics by sending content that drives the most clicks during Phase 1 Covid

Email Engagement by Member Level: May 2020

Legend: ■ Unengaged ■ Passive ■ Engaged

Engaged:
+2.7 pts. MoM

Passive:
+3.1 pts. MoM

Unengaged:
-5.7 pts. MoM

	All Members		Basic	Silver	Gold	Platinum	Titanium	Ambassador	Non-Member
Engaged	4.3%		2.5%	9.8%	13.4%	21.8%	24.6%	25.8%	0.9%
Passive	37.0%		34.7%	48.3%	49.3%	49.3%	50.6%	50.6%	13.6%
Unengaged	58.7%		62.8%	41.9%	37.3%	28.9%	24.8%	23.6%	85.6%
Received at least 1 email			27.2 M	2.0 M	2.2 M	479.8 K	448.6 K	61.0 K	4.2 M

Engaged = Opened and clicked   **Passive** = Opened, but did not click   **Unengaged** = Did not open and did not click

Channel engagement was steady during Phase 1, but there is a strong need to increase click rates going forward

- CTOR was down 2.4 pts. vs. pre-period from sending less and generating fewer clicks
  - Develop reactivation campaigns to engage lapsed bookers
  - Lift engagement by continuing to send content that performed well during Phase 1
  - Use Wylei technology to optimize content and get more clicks

- Several metrics remained flat compared to pre-period: delivery rate, CTR, & unsub. rates

- As email started to ramp up, the corporate update solos and April & May 2nd Traveler emails had some of the highest email open rates

- Financial declines were expected during the phase 1 period due to the pandemic; BPK was down 80%

Metrics	Phase 1 Totals (Mar '20 – May '20)	Pre-Period Totals (May '19 – Feb '20)	% Change
Delivered	487.2 M	2.3 B	
Delivery Rate	98.3%	98.4%	-0.1 pts.
Opens	91.0 M	341.1 M	
Open Rate	18.7%	15.0%	+3.7 pts.
Clicks	4.4 M	24.4 M	
CTR	0.9%	1.1%	-0.2 pts.
CTOR	4.8%	7.2%	-2.4 pts.
Unsubs	1.0 M	4.5 M	
Unsub Rate	0.21%	0.20%	+0.01 pts.
Bookings	18.3 K	428.2 K	
Rm Nights	44.7 K	944.4 K	
Revenue	$6.8 M	$154.2 M	
Conversion Rate	0.4%	1.8%	-1.3 pts.
BPK*	0.04	0.19	-80.0%

Financial data source: Omniture, 7-day cookie
Note: Both time periods include Traveler emails
*BPK = total bookings per thousand delivered emails

MARRIOTT BONVOY™ | yes

May 2020 email engagement started to rebound

- May delivered 56% more emails MoM and open & click rates started looking like pre-pandemic periods
- April 9th corporate email drove monthly spike; open rate was 30% and CTOR was 0.5% (minimal CTAs)
- Continue to increase clicks by promoting high engaging content from Phase 1 and developing a reactivation plan to drive bookings from lapsed stayers
  - Consider versioning content for members that are not ready to travel yet to maintain open & click rates and engage in the program: wish list planning, member stories, videos, quiz or polls

Open Rate and CTOR Trends

Legend: Delivered — Open Rate — CTOR

Month	Open Rate	CTOR
May '19	17.1%	6.1%
Jun '19	15.2%	7.6%
Jul '19	15.6%	7.0%
Aug '19	15.4%	7.6%
Sep '19	14.9%	6.3%
Oct '19	14.1%	6.6%
Nov '19	13.9%	7.3%
Dec '19	14.0%	6.6%
Jan '20	17.6%	10.4%
Feb '20	15.0%	7.4%
Mar '20	15.8%	7.7%
Apr '20	23.8%	3.4%
May '20	16.8%	4.7%

Open Rate
-7.0 pts. MoM

CTOR
+1.3 pts. MoM

MARRIOTT BONVOY™ | yes
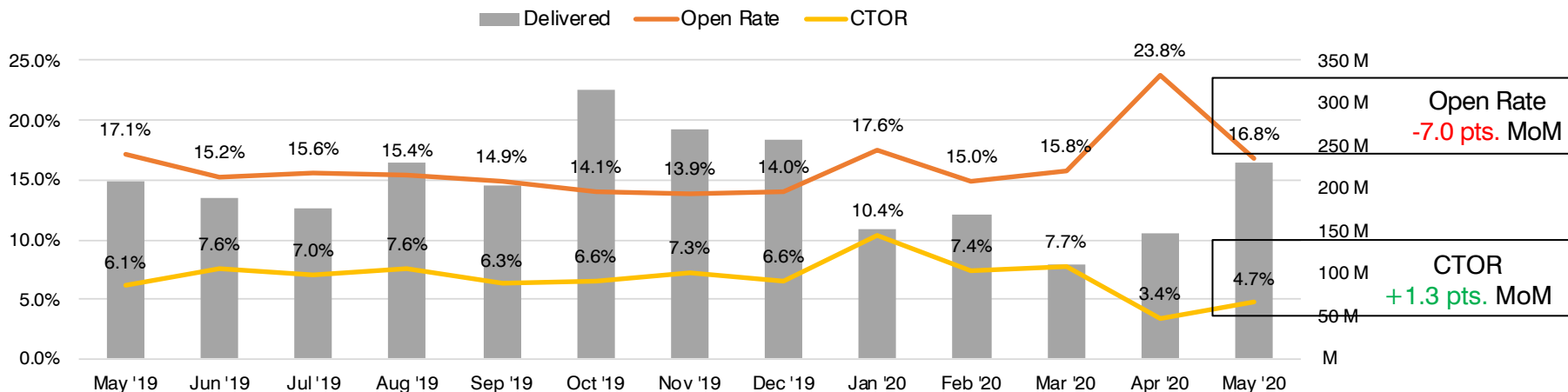
Current Member Experience: Elite Platinum
Inbox: March 1 – May 31, 2020

46 Total Campaigns	
# Loyalty	# Non-Loyalty
27	18

Marriott Bonvoy — 3/2/2020
Time's Running Out: Earn 100K Bonus Poi...
Get the Marriott Bonvoy Boundless Credit Card. My Account Find & Reserve Bryan, your

Marriott Bonvoy — 3/3/2020
We'd Love Your Vote, Bryan ✓
Marriott Bonvoy has been nominated for 6 awards in the 2020 Freddie Awards. My

Marriott Bonvoy — 3/4/2020
Suite Escape: Enjoy World-Class Dining an...
Stay in captivating suites in extraordinary destinations. My Account Find & Reserve

Marriott Bonvoy — 3/4/2020
Go to Coachella, The French Laundry and ...
Don't miss out on these exclusive experiences. My Account Find & Reserve BE

Marriott Bonvoy — 3/6/2020
Bryan, Earn and Redeem at Thousands of ...
You deserve a vacation; book one now. My Account Find & Reserve You deserve a

Marriott Bonvoy — 3/7/2020
Limited-Time Offer: 100,000 Bonus Points
Get the Marriott Bonvoy Brilliant Amex Card. My Account Find & Reserve 100,000 bonus

Marriott Bonvoy — 3/8/2020
Hurry — Get a 50% Bonus Before It's Too ...
Get away sooner when you buy or gift points. My Account Find & Reserve get 50% more

The Ritz-Carlton Yacht Colle... — 3/9/2020
7 Nights of Island-Inspired Luxury
View online
http://view.e.ritzcarltonyachtcollection.com

Zach from Courtyard Newar... — 3/10/2020
Book Now to Stay in Pure Comfort in New...
Heading 1 This is where your most exciting news goes. This is the part that will be "above

Marriott Hotels & Resorts Re... — 3/10/2020
Reservation Confirmation #93759743 for ...

Marriott Bonvoy — 3/12/2020
Your Marriott Bonvoy Account Update: Sp...
See What's New in March My Account Find & Reserve Travel Information: COVID-19 Update

Marriott Hotels...
Reservation Canc...

Marriott Interna...
A message from o...
Our Top Priority: Y
For more than 90 y

Marriott Interna...
An Update from o...
Our Continued Eff
Dear Bryan, It's be

Marriott Bonvoy
Level Up Your Arm...
Plus tips for dealin
more. BRYAN Find

Marriott Bonvoy
Find the Card The...
Earn bonus points
Bold. My Account Find & Reserve Earn Now.

Marriott Bonvoy — 4/20/2020
Earn Points on Takeout and Delivery
Support your local restaurants with Eat Around Town by Marriott Bonvoy. My Account

Shop Marriott — 4/21/2020
Expand Your Comfort Zone | Free Shippin...
A great night's sleep starts with bedding designed with your comfort in mind. Shop our

Marriott Bonvoy Boutiques — 4/22/2020
100,000 Points + A Heavenly Bed Could B...
Sleep like you're on vacation with beds and bedding from your favorite hotels. My

Marriott Bonvoy — 4/23/2020
Your Marriott Bonvoy Account Update: Sp...
See What's New in April My Account Find & Reserve Platinum Elite | 187516 Points We will

Marriott International — 5/6/2020
An Update from Our CEO: Marriott's Com...
Dear Bryan, Since our founding 92 years ago, Marriott International has always placed an

Marriott Bonvoy — 5/7/2020
1,000 Bonus Points with Eat Around Town ...
Enroll and get rewarded on takeout and delivery orders. My Account Find & Reserve

Eat Around Town by Marriott ... — 5/8/2020
Welcome to Eat Around Town by Marriott ...
Start earning points at thousands of U.S. restaurants. Go to Your Account ORDER THE

Marriott Bonvoy — 5/9/2020
Thank You to All the Moms Keeping Us Safe
A video message from our family. My Account Find & Reserve From our family to yours This

...nd Every Day 💌 — 5/10/2020
...eet and happy
...just how much

Marriott... — 5/11/2020
...rriott Bonvoy Bonu...
...netwok.com
...95607eaf2ac93e040

...onvoy eGiftCards — 5/11/2020
...r rooms and more.
...ve Dream now.

...edit Card Offers — 5/14/2020
...0 Boundless. 30,000
...Reserve Earn Now.

... — 5/15/2020
...Clean and Comf...
...her savings on
private home rentals My Account Find &

Shop Marriott — 5/15/2020
20% off Marriott Bonvoy eGiftCards to use...
Don't miss the chance to save with these limited edition Marriott Bonvoy eGiftCards.

Eat Around Town by Marriott... — 5/18/2020
1,000 Marriott Bonvoy Bonus Points Are W...
http://view.email.rewardsnetwork.com
/?qs=015484ba9e1936bd78f516ed3814d1bc0

Marriott Bonvoy — 5/18/2020
Buy Points — Get a 60% Bonus
Redeem when you're ready to travel again. My Account Find & Reserve Experience 60%

Marriott Vacation Club — 5/20/2020
Reserve Now, Vacation Later
Stay three nights in San Diego from $199, with 12 months to travel. My Account Find &

Shop Marriott — 5/21/2020
Refresh and Recharge | 25% Off Bath
Every day can be spa day with Marriott's bath favorites. Explore the science-backed

Marriott Bonvoy Moments — 5/22/2020
Stay Inspired with Culinary Moments
View this recap of curated Michelin-starred culinary events. My Account Find & Reserve

Marriott Bonvoy Traveler — 5/23/2020
How to Travel with Your Tastebuds
Including takeout tips, recipes, and more global food inspiration. BRYAN Find &

Eat Around Town by Marriot... — 5/25/2020
Limited Time: 1,000 Marriott Bonvoy Bonu...
http://view.email.rewardsnetwork.com
/?qs=087079895a50a127800170e03879b5ed

Marriott Bonvoy — 5/26/2020
You Choose: 2 Great Credit Card Offers
Earn bonus points: 75,000 Boundless. 30,000 Bold. My Account Find & Reserve Earn Now.

Shop Marriott — 5/28/2020
Sweet Dreams Await | 25% Off
Save 25% on classic linens, plush pillows, stylish throws, and everything else you need

Marriott Bonvoy — 5/28/2020
Your Marriott Bonvoy Account Update: Sp...
See What's New in May My Account Find & Reserve Platinum Elite | 187516 Points

Marriott Bonvoy Boutiques — 5/30/2020
Shop Vacation Items for Your Home
Explore Marriott Boutiques for bedding, fragrances, spa products and more My

of Emails by Week: March - May 2020

Week	Count
3/2/20	7
3/9/20	6
3/16/20	0
3/23/20	0
3/30/20	0
4/6/20	1
4/13/20	2
4/20/20	5
4/27/20	3
5/4/20	6
5/11/20	5
5/18/20	6
5/25/20	5

©
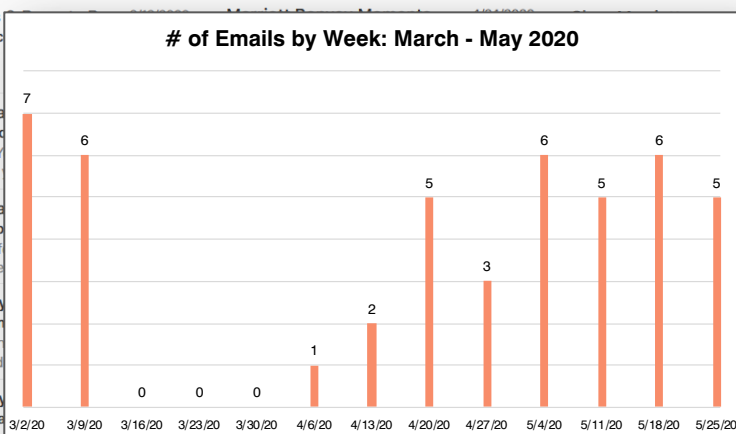
Current Experience: Basic Member with 0 Stays
Inbox: March 1 – May 30, 2020

12 Total Campaigns	
# Loyalty	# Non-Loyalty
12	0

# of Emails by Week: March - May 2020

Sender	Subject	Date
Marriott Bonvoy	Earn Points on Takeout and Delivery — Support your local restaurants with E…	Apr 20
Marriott International	An Update from our CEO — Our Continued Efforts: We Will Travel…	Apr 9
Marriott International	A message from our CEO — Our Top Priority: You, Our Guests Mar…	Mar 13
Marriott Bonvoy	Your Marriott Bonvoy Account Update… — See What's New in March My Account…	Mar 12
Marriott Bonvoy	Limited-Time Offer: 100,000 Bonus P… — Get the Marriott Bonvoy Brilliant Ame…	Mar 7
Marriott Bonvoy	Your Marriott Bonvoy Account Update… — See What's New in May My Account F…	May 29
Marriott Bonvoy	Earn 1,000 Bonus Points with Takeout… — Enroll in Eat Around Town by Marriott…	May 21
Marriott Bonvoy	Save 20% on Marriott Bonvoy eGiftCa… — Buy now. Redeem later for rooms and…	May 12
Marriott Bonvoy	Thank You to All the Moms Keeping U… — A video message from our family. My…	May 9
Marriott Bonvoy	1,000 Bonus Points with Eat Around T… — Enroll and get rewarded on takeout an…	May 7
Marriott International	An Update from Our CEO: Marriott's C… — Marriott INTERNATIONAL Dear Diane,…	May 6
Marriott Bonvoy	Your Marriott Bonvoy Account Update… — See What's New in April My Account	Apr 23

MARRIOTT BONVOY | **yes**

Continue to feature this high engaging content from Phase 1 during Phase 2 recovery period to lift click KPIs

Emails with High Open Rates

Email Category	Open Rate
ATM Other	41.5%
Promotions	35.9%
LPM	27.4%
Cobrand Other	23.6%
ATM Invites	23.2%
Traveler	22.9%
Solos	19.2%
Moments	18.4%
Brand BPP	18.0%
MAU	17.2%
METT	15.3%
Bonvoy Escapes	14.4%
Cobrand Acquisition	12.2%

Winning content that has both high open rates & CTRs: ATM, LPM (Welcome), Promo

High performing solos:
- Corporate updates (all 3 solos)
- Gift card offer
- Homes & Villas (March & May solos)
- Memorial Day

Emails with High CTRs

Email Category	CTR
ATM Invites	6.6%
LPM	6.4%
Promotions	5.3%
ATM Other	2.0%
MAU	1.7%
Brand BPP	1.2%
Bonvoy Escapes	0.8%
Solos	0.8%
Traveler	0.8%
Moments	0.8%
Cobrand Other	0.6%
METT	0.3%
Cobrand Acquisition	0.2%

Until LPM emails are fully relaunched, use content to personalize other emails & lift clicks

For example, incent redemption messages or driving new members to 2nd stay.

Solos with engaging content:
- MBV Boutiques (April Sweeps)
- Buy Points Promo (May)
- Homes & Villas (May)
- EAT (April)

MARRIOTT BONVOY™ | yes

56% more emails were sent in May '20 MoM and disengagement metrics were not negatively impacted

Engagement Trends: Unsubscribe Rate

Month	Rate
May '19	0.26%
Jun '19	0.25%
Jul '19	0.23%
Aug '19	0.23%
Sep '19	0.19%
Oct '19	0.19%
Nov '19	0.17%
Dec '19	0.16%
Jan '20	0.20%
Feb '20	0.16%
Mar '20	0.17%
Apr '20	0.34%
May '20	0.15%

Engagement Trends: Unsubscribe Counts

Month	Count
May '19	530 K
Jun '19	469 K
Jul '19	414 K
Aug '19	532 K
Sep '19	388 K
Oct '19	607 K
Nov '19	448 K
Dec '19	425 K
Jan '20	296 K
Feb '20	272.7 K
Mar '20	185 K
Apr '20	498.7 K
May '20	355.0 K

MARRIOTT BONV°Y | yes
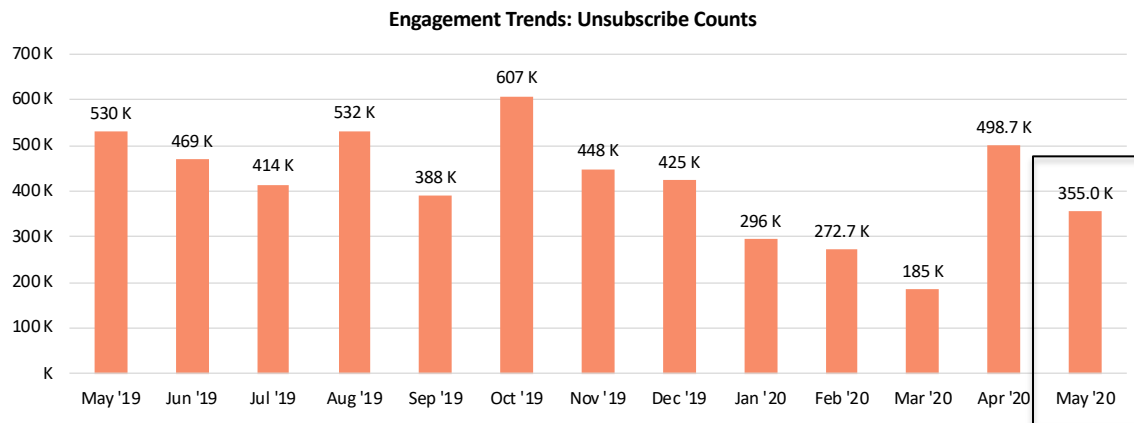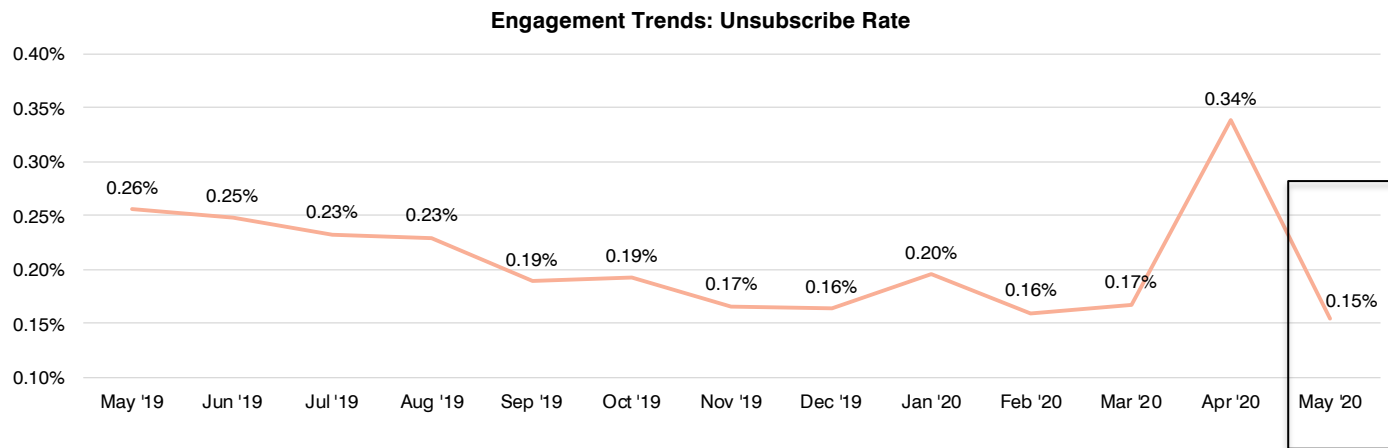
Executive Dashboard: Monthly Average Comparison, Phase 1 (March - May 2020) vs. Pre-Period (May 2019 - Feb 2020)

- Solos made up 57% of delivered emails and drove overall engagement totals
- MAU had steady open & unsub rates; fewer clicks & bookings from content shift

- Engagement rebounds are expected during phase 2 with the shift to recovery messaging and increased travel

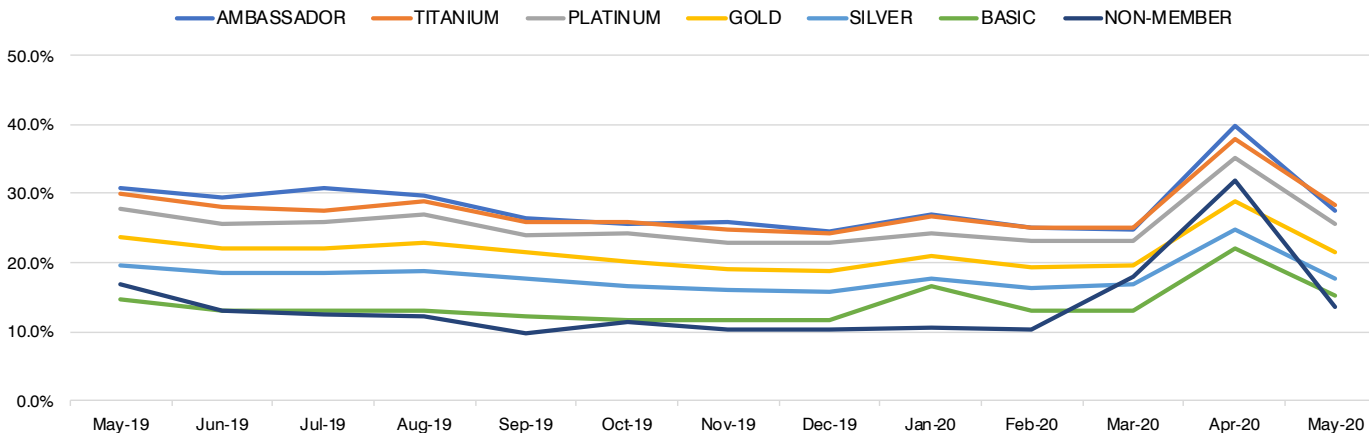|	Monthly Average	MAU	LPM	SOLO	PROMO	ATM Invites	ATM Other	COBRAND ACQ.	COBRAND OTHER	MOMENTS	METT	BRAND BPP	TRAVELER	BONVOY ESCAPES
% of Delivered Emails	100%	16%	0%	57%	0%	0%	0%	8%	1%	4%	1%	1%	10%	0%
Delivered	243.6 M	40.0 M	515.3 K	138.2 M	91.9 K	188.1 K	10.8 K	20.0 M	3.3 M	9.8 M	2.7 M	2.5 M	25.3 M	1.1 M
	-3.7%	19.4%	-88.6%	146.7%	-99.6%	-91.5%	-97.0%	-70.2%	352.2%	-24.0%	-82.4%	-76.7%	134.7%	-65.7%
Delivery Rate	98.3%	99.1%	91.6%	97.6%	99.1%	87.7%	99.8%	99.3%	99.6%	99.8%	97.9%	99.6%	99.1%	99.7%
	-0.1 pts.	+0.8 pts.	-2.8 pts.	-0.3 pts.	+1.6 pts.	-10.5 pts.	+1.2 pts.	-0.0 pts.	-0.2 pts.	+0.0 pts.	+0.6 pts.	+0.6 pts.	+2.6 pts.	+0.0 pts.
Opens	45.5 M	6.9 M	140.9 K	26.6 M	33.0 K	43.7 K	4.5 K	2.4 M	782.4 K	1.8 M	407.7 K	447.1 K	5.8 M	154.6 K
	20.0%	23.1%	-87.9%	209.5%	-99.0%	-86.1%	-93.4%	-69.3%	401.3%	-28.4%	-83.6%	-77.3%	325.4%	-61.9%
Open Rate	18.7%	17.2%	27.4%	19.2%	35.9%	23.2%	41.5%	12.2%	23.6%	18.4%	15.3%	18.0%	22.9%	14.4%
	+3.7 pts.	+0.5 pts.	+1.5 pts.	+3.9 pts.	+21.4 pts.	+9.0 pts.	+22.4 pts.	+0.4 pts.	+2.3 pts.	-1.1 pts.	-1.2 pts.	-0.5 pts.	+10.3 pts.	+1.4 pts.
Clicks	2.2 M	665.7 K	32.8 K	1.1 M	4.8 K	12.3 K	217	32.5 K	19.3 K	76.6 K	9.2 K	30.1 K	198.2 K	8.9 K
	-19.8%	-6.8%	-86.2%	80.8%	-98.5%	-74.1%	-98.0%	-82.1%	138.3%	-45.1%	-86.3%	-70.5%	133.5%	-66.4%
CTR	0.9%	1.7%	6.4%	0.8%	5.3%	6.6%	2.0%	0.2%	0.6%	0.8%	0.3%	1.2%	0.8%	0.8%
	-0.2 pts.	-0.5 pts.	+1.1 pts.	-0.3 pts.	+3.9 pts.	+4.4 pts.	-1.0 pts.	-0.1 pts.	-0.5 pts.	-0.3 pts.	-0.1 pts.	+0.3 pts.	-0.0 pts.	-0.0 pts.
CTOR	4.8%	9.7%	23.3%	4.1%	14.7%	28.2%	4.8%	1.3%	2.5%	4.2%	2.3%	6.7%	3.4%	5.8%
	-2.4 pts.	-3.1 pts.	+2.9 pts.	-2.9 pts.	+5.3 pts.	+13.1 pts.	-11.0 pts.	-1.0 pts.	-2.7 pts.	-1.3 pts.	-0.4 pts.	+1.5 pts.	-2.8 pts.	-0.8 pts.
Unsubs	519.4 K	57.9 K	3.7 K	365.8 K	15	72	0	32.6 K	1.8 K	6.6 K	652	3.0 K	45.5 K	1.8 K
	3.1%	-8.5%	-84.1%	265.3%	-100.0%	-98.5%	-100.0%	-76.2%	269.2%	-35.8%	-97.2%	-83.9%	188.7%	-76.5%
Unsub Rate	0.21%	0.14%	0.72%	0.26%	0.02%	0.04%	0.00%	0.16%	0.05%	0.07%	0.02%	0.12%	0.18%	0.17%
	+0.0 pts.	-0.0 pts.	+0.2 pts.	+0.1 pts.	-0.3 pts.	-0.2 pts.	-0.2 pts.	-0.0 pts.	-0.0 pts.	-0.0 pts.	-0.1 pts.	-0.1 pts.	+0.0 pts.	-0.1 pts.
Bookings	9.1 K	3.8 K	357	3.0 K	127	56	8	354	253	360	92	202	357	124
	-80.8%	-66.1%	-89.7%	-67.9%	-98.0%	-93.3%	-98.6%	-90.8%	106.6%	-86.7%	-93.0%	-92.5%	-45.5%	-87.3%
Rm. Nights	22.3 K	9.5 K	711	7.5 K	342	143	59	758	581	857	203	495	885	329
	-78.7%	-62.4%	-89.8%	-65.7%	-97.5%	-92.2%	-95.2%	-89.8%	123.6%	-86.2%	-93.3%	-92.0%	-37.3%	-84.1%
Revenue	$3.4 M	$1.4 M	$91.1 K	$1.1 M	$51.4 K	$18.4 K	$8.5 K	$111.3 K	$112.0 K	$123.8 K	$38.6 K	$100.0 K	$136.3 K	$50.3 K
	-80.3%	-66.3%	-91.3%	-69.0%	-97.6%	-93.7%	-95.6%	-90.0%	164.8%	-88.1%	-92.6%	-90.7%	-39.0%	-85.2%
Conversion	0.42%	0.57%	1.09%	0.28%	2.62%	0.45%	3.46%	1.09%	1.31%	0.47%	1.00%	0.67%	0.18%	1.39%
	-1.3 pts.	-1.0 pts.	-0.4 pts.	-1.3 pts.	+0.6 pts.	-1.3 pts.	-1.6 pts.	-1.0 pts.	-0.2 pts.	-1.5 pts.	-1.0 pts.	-2.0 pts.	-0.6 pts.	-2.3 pts.
BPK*	0.04	0.10	0.69	0.02	1.38	0.30	0.69	0.02	0.08	0.04	0.03	0.08	0.01	0.12
	-80.0%	-71.6%	-9.5%	-87.0%	410.5%	-20.6%	-54.6%	-69.1%	-54.3%	-82.6%	-60.4%	-67.9%	-76.8%	-63.0%

Member Level Engagement: Open Rate Trends

Legend: AMBASSADOR — TITANIUM — PLATINUM — GOLD — SILVER — BASIC — NON-MEMBER

Member Level Engagement: CTOR Trends

Legend: AMBASSADOR — TITANIUM — PLATINUM — GOLD — SILVER — BASIC — NON-MEMBER

Open rates remained constant across all member levels

May 2020

Member Levels:	Open Rate	CTOR
Ambassador	27.6%	10.7%
Titanium	28.3%	10.1%
Platinum	25.6%	9.9%
Gold	21.6%	7.4%
Silver	17.8%	6.0%
Basic	15.2%	3.2%
Non-Member	13.6%	5.2%
Monthly Average	16.8%	4.7%

MARRIOTT BONVOY™ yes
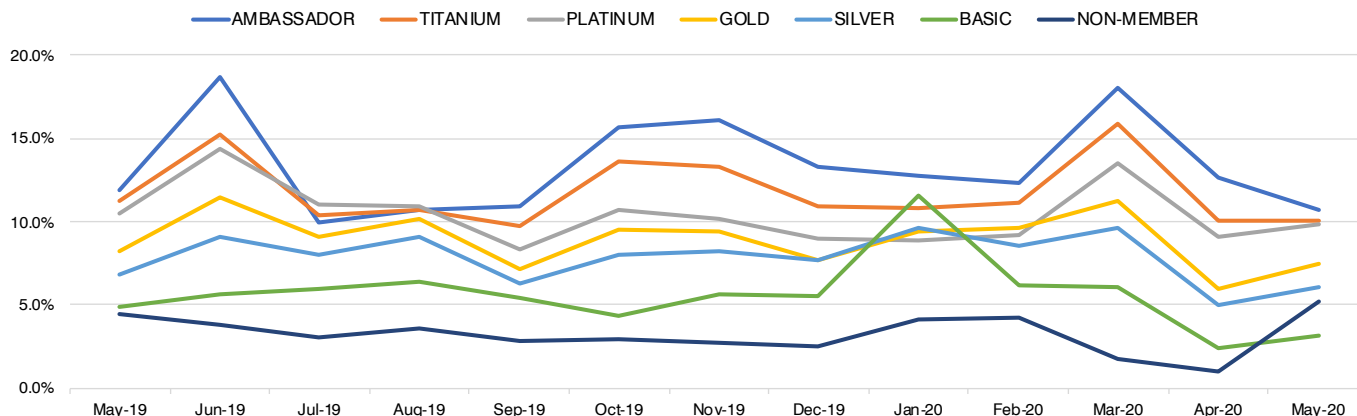
Regional Engagement:
March – May 2020

MARRIOTT
BONVOY™ | Yes

Engagement by Region

- 80% of the emails delivered during the Phase 1 period were to customers living in North America and 13% to APAC
- Above average open rates in CALA, EMEA, and Australia, but click rates were low across most regions
- Additional analysis is underway with comparisons to pre-period (May 2019 – Feb 2020)

March 2020 – May 2020

Metrics	All Regions	U.S. and Canada	CALA			APAC				EMEA			N/A
		North America	Caribbean Islands	Central America	South America	Asia	Pacific Islands	Australia	Antarctica	Europe	Middle East	Africa	
% of Emails Delivered	100%	80%	0.2%	1%	1%	12%	0.3%	1%	0.0%	4%	2%	1%	0.2%
Delivered	487.2 M	388.0 M	753.4 K	3.4 M	3.8 M	51.7 M	1.3 M	6.7 M	748	19.4 M	7.7 M	3.4 M	1.0 M
Opens	91.0 M	72.2 M	168.7 K	785.2 K	832.4 K	6.6 M	232.1 K	1.7 M	128	5.8 M	1.7 M	674.9 K	342.1 K
Open Rate	18.7%	18.6%	22.4%	23.0%	21.7%	12.8%	18.5%	24.9%	17.1%	29.8%	21.7%	19.9%	34.0%
Clicks	4.4 M	3.6 M	9.8 K	31.2 K	31.6 K	309.3 K	10.9 K	62.9 K	7	198.4 K	62.2 K	31.3 K	12.5 K
CTR	0.9%	0.9%	1.3%	0.9%	0.8%	0.6%	0.9%	0.9%	0.9%	1.0%	0.8%	0.9%	1.2%
CTOR	4.8%	5.0%	5.8%	4.0%	3.8%	4.7%	4.7%	3.7%	5.5%	3.4%	3.7%	4.6%	3.6%
Unsubs	1.0 M	737.0 K	1.4 K	8.8 K	12.0 K	76.6 K	3.7 K	48.3 K	8	111.8 K	22.6 K	9.4 K	7.3 K
Unsub Rate	0.21%	0.19%	0.19%	0.26%	0.31%	0.15%	0.29%	0.72%	1.07%	0.58%	0.29%	0.28%	0.73%
Bookings	18.3 K	16.5 K	21	86	42	802	32	101	0	472	86	40	89
Rm Nights	44.7 K	40.2 K	72	279	140	1.6 K	61	302	0	1.4 K	393	124	138
Revenue	$6.8 M	$6.0 M	$12.6 K	$39.0 K	$21.7 K	$264.6 K	$11.7 K	$51.4 K	$0	$241.2 K	$62.8 K	$15.1 K	$13.6 K

MARRIOTT BONVOY™ | yes

Executive Dashboard: North America

March 2020 – May 2020

North America	TOTAL	ATM Invites	ATM Other	Bonvoy Escapes	Brand BPP	Cobrand Acquisition_ Amex	Cobrand Acquisition_ Chase	Cobrand Other	LPM	MAU	METT	Moments	Promotions	Solo	Traveler
Sent	390,279,539	213,624	18,296	2,151,098	4,927,905	9,868,709	30,011,162	5,952,738	839,143	56,953,450	4,025,011	17,252,363	136,573	215,574,191	42,355,276
Delivered	387,972,757	212,923	18,261	2,144,621	4,907,687	9,835,066	29,766,956	5,933,791	775,085	56,742,833	4,011,627	17,215,916	136,141	214,216,310	42,055,540
Delivery Rate	99.4%	99.7%	99.8%	99.7%	99.6%	99.7%	99.2%	99.7%	92.4%	99.6%	99.7%	99.8%	99.7%	99.4%	99.3%
Opens	72,175,514	38,464	7,341	309,289	882,895	1,123,645	3,716,306	1,419,961	211,132	10,119,869	655,287	3,066,208	47,751	41,301,274	9,276,092
Open Rate	18.6%	18.1%	40.2%	14.4%	18.0%	11.4%	12.5%	23.9%	27.2%	17.8%	16.3%	17.8%	35.1%	19.3%	22.1%
Clicks	3,592,596	13,606	356	17,813	59,198	12,317	50,863	36,349	48,230	1,054,390	11,805	127,324	6,007	1,840,845	313,493
CTR	0.9%	6.4%	1.9%	0.8%	1.2%	0.1%	0.2%	0.6%	6.2%	1.9%	0.3%	0.7%	4.4%	0.9%	0.7%
CTOR	5.0%	35.4%	4.8%	5.8%	6.7%	1.1%	1.4%	2.6%	22.8%	10.4%	1.8%	4.2%	12.6%	4.5%	3.4%
Unsubs	736,962	83	-	3,548	5,951	10,792	53,844	1,881	6,352	68,167	626	10,645	17	512,730	62,326
Unsub Rate	0.19%	0.04%	0.00%	0.17%	0.12%	0.11%	0.18%	0.03%	0.82%	0.12%	0.02%	0.06%	0.01%	0.24%	0.15%
Bookings	16,511	71	12	248	394	189	518	488	583	6,872	171	658	175	5,475	657
Rm Nights	40,156	177	102	657	963	401	1,113	1,132	1,184	16,770	380	1,564	503	13,578	1,632
Revenue	6,020,010	20,714	16,002	100,545	197,310	57,967	164,607	219,574	157,222	2,498,068	74,302	224,807	75,493	1,973,862	239,539

MARRIOTT BONVOY™ | yes

March 2020 – May 2020

Executive Dashboard: CALA

Caribbean Islands	TOTAL	ATM Invites	ATM Other	Brand BPP	Cobrand Other	LPM	MAU	METT	Moments	Promotions	Solo	Traveler
Sent	765,109	2,995	76	5,001	116	1,637	154,934	4,615	29,380	83	415,653	150,619
Delivered	753,408	2,236	76	4,888	116	1,412	153,383	4,492	29,231	83	409,348	148,143
Delivery Rate	98.5%	74.7%	100.0%	97.7%	100.0%	86.3%	99.0%	97.3%	99.5%	100.0%	98.5%	98.4%
Opens	168,653	683	28	1,030	30	372	30,143	626	6,088	35	90,793	38,825
Open Rate	22.4%	30.5%	36.8%	21.1%	25.9%	26.3%	19.7%	13.9%	20.8%	42.2%	22.2%	26.2%
Clicks	9,761	163	2	70	1	112	2,854	8	381	4	4,380	1,786
CTR	1.3%	7.3%	2.6%	1.4%	0.9%	7.9%	1.9%	0.2%	1.3%	4.8%	1.1%	1.2%
CTOR	5.8%	23.9%	7.1%	6.8%	3.3%	30.1%	9.5%	1.3%	6.3%	11.4%	4.8%	4.6%
Unsubs	1,427	1	-	14	-	6	224	2	18	-	903	259
Unsub Rate	0.19%	0.04%	0.00%	0.29%	0.00%	0.42%	0.15%	0.04%	0.06%	0.00%	0.22%	0.17%
Bookings	21					1	5		2		13	
Rm Nights	72					1	14		2		55	
Revenue	12,601					58	3,026		200		9,317	

Central America	TOTAL	ATM Invites	ATM Other	Brand BPP	Cobrand Other	LPM	MAU	METT	Moments	Promotions	Solo	Traveler
Sent	3,476,688	16,214	299	23,821	147	10,712	1,108,927	66,475	180,584	428	1,750,144	318,937
Delivered	3,410,317	9,635	299	23,411	147	9,110	1,096,249	64,073	179,606	425	1,712,406	314,956
Delivery Rate	98.1%	59.4%	100.0%	98.3%	100.0%	85.0%	98.9%	96.4%	99.5%	99.3%	97.8%	98.8%
Opens	785,206	3,169	164	5,851	51	2,570	200,086	10,264	39,952	163	440,596	82,340
Open Rate	23.0%	32.9%	54.8%	25.0%	34.7%	28.2%	18.3%	16.0%	22.2%	38.4%	25.7%	26.1%
Clicks	31,181	679	9	459	-	504	11,269	226	2,158	35	13,042	2,800
CTR	0.9%	7.0%	3.0%	2.0%	0.0%	5.5%	1.0%	0.4%	1.2%	8.2%	0.8%	0.9%
CTOR	4.0%	21.4%	5.5%	7.8%	0.0%	19.6%	5.6%	2.2%	5.4%	21.5%	3.0%	3.4%
Unsubs	8,770	5	-	45	-	43	2,024	49	170	-	5,595	839
Unsub Rate	0.26%	0.05%	0.00%	0.19%	0.00%	0.47%	0.18%	0.08%	0.09%	0.00%	0.33%	0.27%
Bookings	86	3		6		1	42	2	4	1	27	
Rm Nights	279	15		17		1	113	7	21	2	103	
Revenue	39,030	3,480		1,592		160	10,877	895	2,118	36	19,872	

Executive Dashboard:
CALA

March 2020 – May 2020

South America	TOTAL	ATM Invites	ATM Other	Brand BPP	Cobrand Other	LPM	MAU	METT	Moments	Promotions	Solo	Traveler
Sent	3,908,360	12,273	231	19,411	164	9,383	1,194,527	48,757	153,568	355	2,030,966	438,725
Delivered	3,833,936	8,468	231	19,167	164	8,123	1,183,027	47,902	152,746	350	1,979,321	434,437
Delivery Rate	98.1%	69.0%	100.0%	98.7%	100.0%	86.6%	99.0%	98.2%	99.5%	98.6%	97.5%	99.0%
Opens	832,353	2,597	124	4,376	60	2,382	189,708	7,356	32,049	152	493,104	100,445
Open Rate	21.7%	30.7%	53.7%	22.8%	36.6%	29.3%	16.0%	15.4%	21.0%	43.4%	24.9%	23.1%
Clicks	31,624	606	6	438	3	557	11,324	155	2,249	16	12,668	3,602
CTR	0.8%	7.2%	2.6%	2.3%	1.8%	6.9%	1.0%	0.3%	1.5%	4.6%	0.6%	0.8%
CTOR	3.8%	23.3%	4.8%	10.0%	5.0%	23.4%	6.0%	2.1%	7.0%	10.5%	2.6%	3.6%
Unsubs	11,957	3	-	20	-	48	2,595	38	153	1	7,869	1,230
Unsub Rate	0.31%	0.04%	0.00%	0.10%	0.00%	0.59%	0.22%	0.08%	0.10%	0.29%	0.40%	0.28%
Bookings	42	2		3		3	28		1		4	1
Rm Nights	140	8		9		9	98		1		11	4
Revenue	21,745	807		1,128		508	16,609		34		1,273	1,386

MARRIOTT
BONVOY | yes

Executive Dashboard: APAC

March 2020 – May 2020

Asia	TOTAL	ATM Invites	ATM Other	Brand BPP	Cobrand Other	LPM	MAU	METT	Moments	Promotions	Solo	Traveler
Sent	56,739,424	57,736	1,031	2	1,586	68,544	11,131,131	1,067,954	564,844	39,774	40,833,814	2,973,008
Delivered	51,733,466	47,605	1,030	2	1,584	54,055	10,735,281	974,022	563,146	38,651	36,403,135	2,914,955
Delivery Rate	91.2%	82.5%	99.9%	100.0%	99.9%	78.9%	96.4%	91.2%	99.7%	97.2%	89.1%	98.0%
Opens	6,617,018	11,230	425	-	444	10,968	1,161,350	88,081	87,841	13,990	4,583,108	659,581
Open Rate	12.8%	23.6%	41.3%	0.0%	28.0%	20.3%	10.8%	9.0%	15.6%	36.2%	12.6%	22.6%
Clicks	309,302	2,699	19	-	45	2,950	116,840	3,085	3,715	3,193	153,162	23,594
CTR	0.6%	5.7%	1.8%	0.0%	2.8%	5.5%	1.1%	0.3%	0.7%	8.3%	0.4%	0.8%
CTOR	4.7%	24.0%	4.5%	0.0%	10.1%	26.9%	10.1%	3.5%	4.2%	22.8%	3.3%	3.6%
Unsubs	76,579	12	-	-	1	223	14,119	339	426	10	54,262	7,187
Unsub Rate	0.15%	0.03%	0.00%	0.00%	0.06%	0.41%	0.13%	0.03%	0.08%	0.03%	0.15%	0.25%
Bookings	802	11	1			10	293	8	8	61	399	11
Rm Nights	1,638	23	1			22	659	12	21	136	736	28
Revenue	264,571	2,461	86			1,894	100,118	1,244	2,625	22,226	127,730	6,188

Pacific Islands	TOTAL	ATM Invites	ATM Other	Brand BPP	Cobrand Other	LPM	MAU	METT	Moments	Promotions	Solo	Traveler
Sent	1,274,906	1,631	29	7	109	4,163	351,147	10,438	26,659	131	695,593	184,999
Delivered	1,253,396	1,247	29	6	109	3,096	346,625	10,357	26,507	131	683,242	182,047
Delivery Rate	98.3%	76.5%	100.0%	85.7%	100.0%	74.4%	98.7%	99.2%	99.4%	100.0%	98.2%	98.4%
Opens	232,072	362	11	-	23	651	48,015	1,808	4,678	51	132,853	43,620
Open Rate	18.5%	29.0%	37.9%	0.0%	21.1%	21.0%	13.9%	17.5%	17.6%	38.9%	19.4%	24.0%
Clicks	10,910	82	-	-	-	180	3,704	25	243	11	5,154	1,511
CTR	0.9%	6.6%	0.0%	0.0%	0.0%	5.8%	1.1%	0.2%	0.9%	8.4%	0.8%	0.8%
CTOR	4.7%	22.7%	0.0%	0.0%	0.0%	27.6%	7.7%	1.4%	5.2%	21.6%	3.9%	3.5%
Unsubs	3,658	-	-	-	-	25	710	-	30	-	2,281	612
Unsub Rate	0.29%	0.00%	0.00%	0.00%	0.00%	0.81%	0.20%	0.00%	0.11%	0.00%	0.33%	0.34%
Bookings	32					1	20		2	7	1	1
Rm Nights	61					1	47		3	7	2	1
Revenue	11,737					79	9,211		698	1,293	128	328

Executive Dashboard: APAC

March 2020 – May 2020

Antarctica	TOTAL	MAU	Moments	Solo	Traveler
Sent	789	237	8	481	60
Delivered	748	231	8	453	53
Delivery Rate	94.8%	97.5%	100.0%	94.2%	88.3%
Opens	128	32	-	87	8
Open Rate	17.1%	13.9%	0.0%	19.2%	15.1%
Clicks	7	4	0	3	0
CTR	0.9%	1.7%	0.0%	0.7%	0.0%
CTOR	5.5%	12.5%	0.0%	3.4%	0.0%
Unsubs	8	2	0	5	1
Unsub Rate	1.07%	0.87%	0.00%	1.10%	1.89%
Bookings					
Rm Nights					
Revenue					

Australia	TOTAL	ATM Invites	ATM Other	Brand BPP	Cobrand Other	LPM	MAU	METT	Moments	Promotions	Solo	Traveler
Sent	6,889,214	13,389	427	2	402	15,996	1,915,633	412	202,563	985	3,677,806	1,061,599
Delivered	6,749,783	10,559	426	2	401	13,910	1,892,071	410	201,695	980	3,585,140	1,044,189
Delivery Rate	98.0%	78.9%	99.8%	100.0%	99.8%	87.0%	98.8%	99.5%	99.6%	99.5%	97.5%	98.4%
Opens	1,680,184	3,594	207	1	137	4,945	392,724	83	48,004	431	927,883	302,175
Open Rate	24.9%	34.0%	48.6%	50.0%	34.2%	35.5%	20.8%	20.2%	23.8%	44.0%	25.9%	28.9%
Clicks	62,858	905	8	-	3	1,140	24,781	5	1,767	59	22,301	11,889
CTR	0.9%	8.6%	1.9%	0.0%	0.7%	8.2%	1.3%	1.2%	0.9%	6.0%	0.6%	1.1%
CTOR	3.7%	25.2%	3.9%	0.0%	2.2%	23.1%	6.3%	6.0%	3.7%	13.7%	2.4%	3.9%
Unsubs	48,336	7	-	-	-	204	7,991	-	387	-	32,874	6,873
Unsub Rate	0.72%	0.07%	0.00%	0.00%	0.00%	1.47%	0.42%	0.00%	0.19%	0.00%	0.92%	0.66%
Bookings	101	4	2			5	53		5		29	3
Rm Nights	302	9	15			21	173		16		62	6
Revenue	51,415	1,545	886			3,171	31,858		3,032		9,756	1,168

March 2020 – May 2020

Europe	TOTAL	ATM Invites	ATM Other	Cobrand Other	LPM	MAU	METT	Moments	Promotions	Solo	Traveler
Sent	19,964,264	81,045	1,093	697,821	36,537	4,591,336	212,380	926,918	5,219	11,396,820	2,015,095
Delivered	19,388,005	59,449	1,090	693,315	33,215	4,540,262	206,715	922,194	5,188	10,931,341	1,995,236
Delivery Rate	97.1%	73.4%	99.7%	99.4%	90.9%	98.9%	97.3%	99.5%	99.4%	95.9%	99.0%
Opens	5,772,332	20,765	587	143,746	13,759	1,079,980	49,952	260,163	2,634	3,548,377	652,369
Open Rate	29.8%	34.9%	53.9%	20.7%	41.4%	23.8%	24.2%	28.2%	50.8%	32.5%	32.7%
Clicks	198,387	4,653	24	2,085	3,335	71,369	3,005	11,999	231	76,397	25,289
CTR	1.0%	7.8%	2.2%	0.3%	10.0%	1.6%	1.5%	1.3%	4.5%	0.7%	1.3%
CTOR	3.4%	22.4%	4.1%	1.5%	24.2%	6.6%	6.0%	4.6%	8.8%	2.2%	3.9%
Unsubs	111,774	21	-	1,654	242	12,923	244	1,040	2	88,583	7,065
Unsub Rate	0.58%	0.04%	0.00%	0.24%	0.73%	0.28%	0.12%	0.11%	0.04%	0.81%	0.35%
Bookings	472	16		17	19	229	2	34	7	111	37
Rm Nights	1,378	42		30	37	751	6	71	33	325	83
Revenue	241,156	6,753		4,454	4,738	141,120	679	13,204	3,599	46,254	20,355

Middle East	TOTAL	ATM Invites	ATM Other	Cobrand Acquisition Mastercard	Cobrand Other	LPM	MAU	METT	Moments	Promotions	Solo	Traveler
Sent	7,864,852	22,808	192	351,997	644	15,730	2,387,376	3,635	231,255	1,454	3,758,611	1,091,148
Delivered	7,712,354	18,461	192	346,056	640	12,696	2,359,341	3,554	230,419	1,448	3,668,770	1,070,775
Delivery Rate	98.1%	80.9%	100.0%	98.3%	99.4%	80.7%	98.8%	97.8%	99.6%	99.6%	97.6%	98.1%
Opens	1,674,701	5,044	91	46,867	211	3,438	379,903	685	49,758	629	873,467	314,608
Open Rate	21.7%	27.3%	47.4%	13.5%	33.0%	27.1%	16.1%	19.3%	21.6%	43.4%	23.8%	29.4%
Clicks	62,183	935	6	1,816	11	548	23,336	23	2,383	97	24,776	8,252
CTR	0.8%	5.1%	3.1%	0.5%	1.7%	4.3%	1.0%	0.6%	1.0%	6.7%	0.7%	0.8%
CTOR	3.7%	18.5%	6.6%	3.9%	5.2%	15.9%	6.1%	3.4%	4.8%	15.4%	2.8%	2.6%
Unsubs	22,648	8	-	652	-	74	5,042	-	213	-	13,218	3,441
Unsub Rate	0.29%	0.04%	0.00%	0.19%	0.00%	0.58%	0.21%	0.00%	0.09%	0.00%	0.36%	0.32%
Bookings	86	2		1		1	54		2	3	21	2
Rm Nights	393	2		1		1	315		2	3	55	14
Revenue	62,823	93		89		48	50,483		93	138	8,307	3,571

Executive Dashboard: EMEA

March 2020 – May 2020

Africa	TOTAL	ATM Invites	ATM Other	Cobrand Other	LPM	MAU	METT	Moments	Promotions	Solo	Traveler
Sent	3,515,052	7,360	60	228	9,599	999,035	196	75,964	373	1,973,526	448,710
Delivered	3,393,043	5,520	60	228	7,518	983,156	191	75,277	357	1,882,626	438,109
Delivery Rate	96.5%	75.0%	100.0%	100.0%	78.3%	98.4%	97.4%	99.1%	95.7%	95.4%	97.6%
Opens	674,944	1,397	22	63	1,827	134,538	47	14,718	134	407,565	114,633
Open Rate	19.9%	25.3%	36.7%	27.6%	24.3%	13.7%	24.6%	19.6%	37.5%	21.6%	26.2%
Clicks	31,291	324	3	4	515	11,235	3	961	33	14,001	4,212
CTR	0.9%	5.9%	5.0%	1.8%	6.9%	1.1%	1.6%	1.3%	9.2%	0.7%	1.0%
CTOR	4.6%	23.2%	13.6%	6.3%	28.2%	8.4%	6.4%	6.5%	24.6%	3.4%	3.7%
Unsubs	9,384	3	-	-	40	1,880	-	51	-	6,253	1,157
Unsub Rate	0.28%	0.05%	0.00%	0.00%	0.53%	0.19%	0.00%	0.07%	0.00%	0.33%	0.26%
Bookings	40	3			3	16		4		13	1
Rm Nights	124	9			7	60		12		35	1
Revenue	15,115	1,018			240	6,315		883		6,629	30

MARRIOTT
BONVOY

yes

Executive Dashboard:
N/A (Country Unknown)

March 2020 – May 2020

N/A	TOTAL	Cobrand Other	LPM	MAU	METT	Moments	Solo
Sent	1,054,226	123	113,091	37,847	6,380	6,453	890,331
Delivered	1,005,035	123	112,240	37,022	6,264	6,395	842,991
Delivery Rate	95.3%	100.0%	99.2%	97.8%	98.2%	99.1%	94.7%
Opens	342,071	23	29,780	6,634	1,240	1,325	303,069
Open Rate	34.0%	18.7%	26.5%	17.9%	19.8%	20.7%	36.0%
Clicks	12,455	1	7,462	241	21	58	4,672
CTR	1.2%	0.8%	6.6%	0.7%	0.3%	0.9%	0.6%
CTOR	3.6%	4.3%	25.1%	3.6%	1.7%	4.4%	1.5%
Unsubs	7,292	-	145	93	5	6	7,043
Unsub Rate	0.73%	0.00%	0.13%	0.25%	0.08%	0.09%	0.84%
Bookings	89		86	1			2
Rm Nights	138		127	4			7
Revenue	13,627		12,806	276			544

MARRIOTT BONVoY™ | yes

Email Channel Recommendations

MARRIOTT
BONVOY™ | yes

*"Brands that **engage** and **act now** are building a unique trust capital that will live long after the crisis and won't be forgotten."*

- Marc Mathieu,
Senior VP, Strategic Customer
Transformation & Innovation At Salesforce

MARRIOTT
BONVOY™ | yes

Channel Opportunities

- **Maintain a healthy list and improve program KPIs**

  1. Expand eAppend tactics to acquire new contacts; potentially 700K

  2. Create a channel plan for each mailing category that helps manage the inbox experience and improves scheduling processes & business partner expectations; plan should include…
     - KPIs or desired outcomes
     - Who to target (or not)
     - Cadence/frequency caps
     - Disengagement thresholds

  3. Measure the effectiveness of driving bookings by tracking stay activity for the emailable audience each month

  4. Broaden re-engagement tactics that reach out to lapsed bookers

MARRIOTT
BONVOY™ | yes

Channel Opportunities

- **Increase Relevancy & Refine Segmentation**

  1. Use the channel plan to map the customer journey & inbox experience from the member's point of view

  2. Personalize messages for those with and without stay activity
     - Re-capture cancelled leisure reservations; encourage local travel and/or future dream trips (version for luxury stayers)
     - Promote the re-opening of resorts and all-inclusive locations like the Gaylord Hotels (self-contained, room service/a la carte)
     - Drive leisure stays from historical business travelers without stays; use earned points for a local trip or dream vacation
     - Retain audiences that transacted during the crisis and maximize engagement

  3. Continue to engage those that are not ready to travel
     - Share positive feedback from recent travelers by collecting comments or reviews; collect either from social listening tactics or asking Elite members with recent stay activity
     - Inspire with interactive content: videos (culinary, events, destinations), virtual tours, engaging travel stories, and travel quizzes

  4. Promote high engaging content from Phase 1 during the Phase 2 period
     - Use contact history to target audiences (previous email recipient, opener, clicker)
     - Optimize content with Wylei technology to increase click rates

MARRIOTT
BONVOY™ | yes

EXAMPLE CHANNEL PLAN:

1. Document email categories & KPIs

2. List recommended targeting based on past campaign engagement

4. Use data to identify email frequency and disengagement thresholds

5. Use document to plan the inbox experience

| EMAIL CATEGORY	Primary KPI (Business Partner)	Primary KPI (Email Channel)	Preferred Targeting	Cadence & Frequency	Attrition Thresholds
MAU	Revenue	Open Rate	All Members	1 per month	Pause sending to consecutive (3 months) non-openers
Offers and Packages	Revenue	Open Rate	Active members & non-members (openers, stayers), Cardholders	1 per month	Pause sending to consecutive (3 months) non-openers
LPM AUTO	Bookings	Open Rate	All Members	Daily	Monitor unsubscribe counts and rates
Solo	Varies	Open Rate	Active members (openers, stayers), Cardholders	Varies, but typically 3-6 per month (possible reminder sent weeks later)	Monitor unsubscribe counts and rates
Promotions	Revenue	CTOR	All Members	Varies, but typically 1 per month with daily registration confirmations	Monitor unsubscribe counts and rates
ATM	Revenue	CTOR	Most Members, especially openers	Daily	Monitor unsubscribe counts and rates
Moments	Redemptions	CTOR	Active members (openers + stayers), Upper Elites, Cardholders with Balance	2 per month (bi-weekly)	1. Pause sending to consecutive (3 months) non-openers 2. Revisit targeting and frequency if unsub counts reach XX and/or unsub rates reaches 0.XX%
Cobrand: Acquisition	New Accounts	CTOR	Active members, non-members (openers, stayers)	1 per week	1. Pause sending to consecutive (3 months) non-openers 2. Revisit targeting and frequency if unsub counts reach XX and/or unsub rates reaches 0.XX%
Cobrand: ECM	Spend	Open Rate	Cardholders	1 per week (can be less at times)	Monitor unsubscribe counts and rates
METT	Revenue	CTOR	Most Engaged Openers, All Stayers, Cardholders	1 per week	Monitor unsubscribe counts and rates
Brand BPP	Impressions	Open Rate	Most Engaged Openers, Past Brand & Category Stayers, Email Sign-Ups, Cardholders	1 per week	Pause sending to consecutive (3 months) non-openers
Escapes	Revenue	CTOR	Most Engaged Openers, Active Stayers, Cardholders	U.S. = 1 per week International = 2 per month (bi-weekly)	1. Pause sending to consecutive (3 months) non-openers 2. Revisit targeting and frequency if unsub counts reach XX and/or unsub rates reaches 0.XX%
Boutiques	Purchase Revenue	Open Rate	Previous Openers, Active Stayers, Cardholders, Past Boutiques Purchasers	1 per month	1. Pause sending to consecutive (3 months) non-openers 2. Revisit targeting and frequency if unsub counts reach XX and/or unsub rates reaches 0.XX%
REGIONAL SOLO	Revenue	CTOR	Most Engaged Openers, Active Stayers, Cardholders	1 per month	Pause sending to consecutive (3 months) non-openers
Traveler	Traffic	CTOR	Active members & non-members (openers, stayers)	1 per week	Pause sending to consecutive (3 months) non-openers

FPO

MAP THE CUSTOMER JOURNEY

Plan for a weekly inbox mix of desired outcomes: inspire, educate, and drive bookings

- Consider how these messages will compliment the daily automated emails
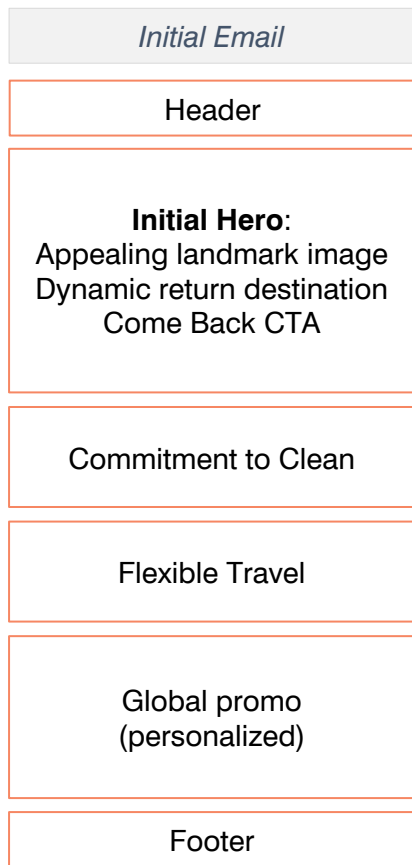
Use data to improve the experience

- Which days are high engagement days (opens, clicks, bookings)?
- When do key segments respond?
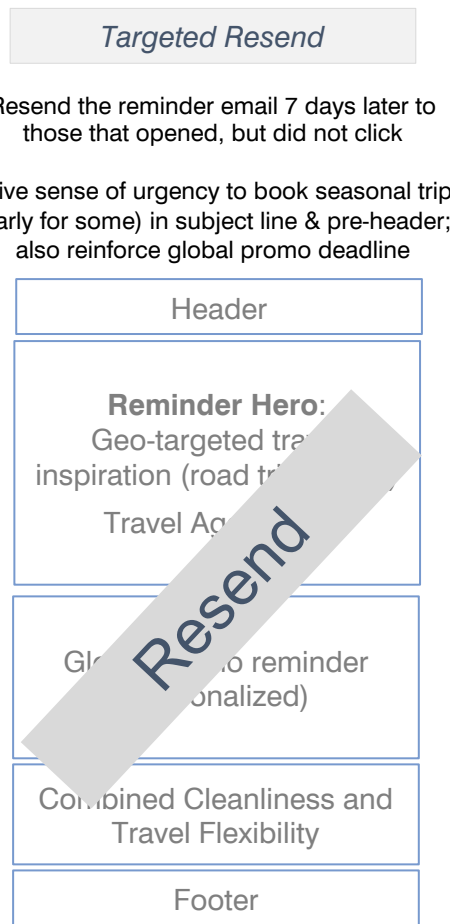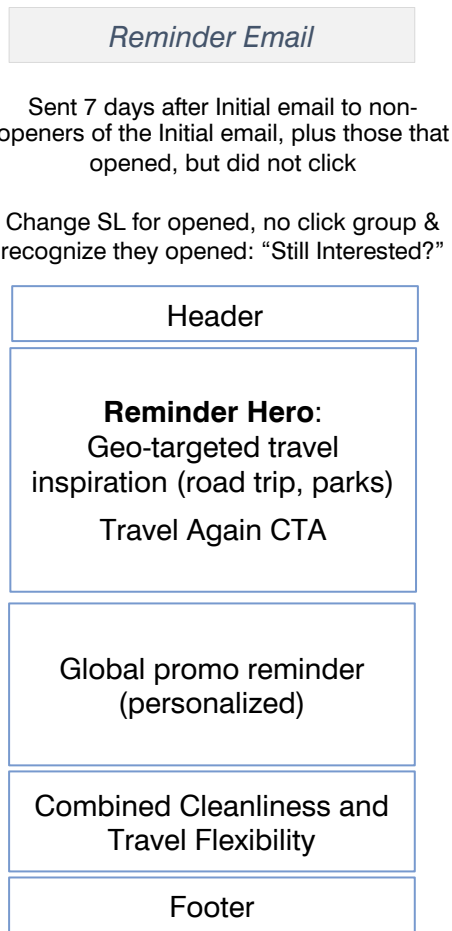- For example, Traveler deploys on a higher traffic day, Saturday
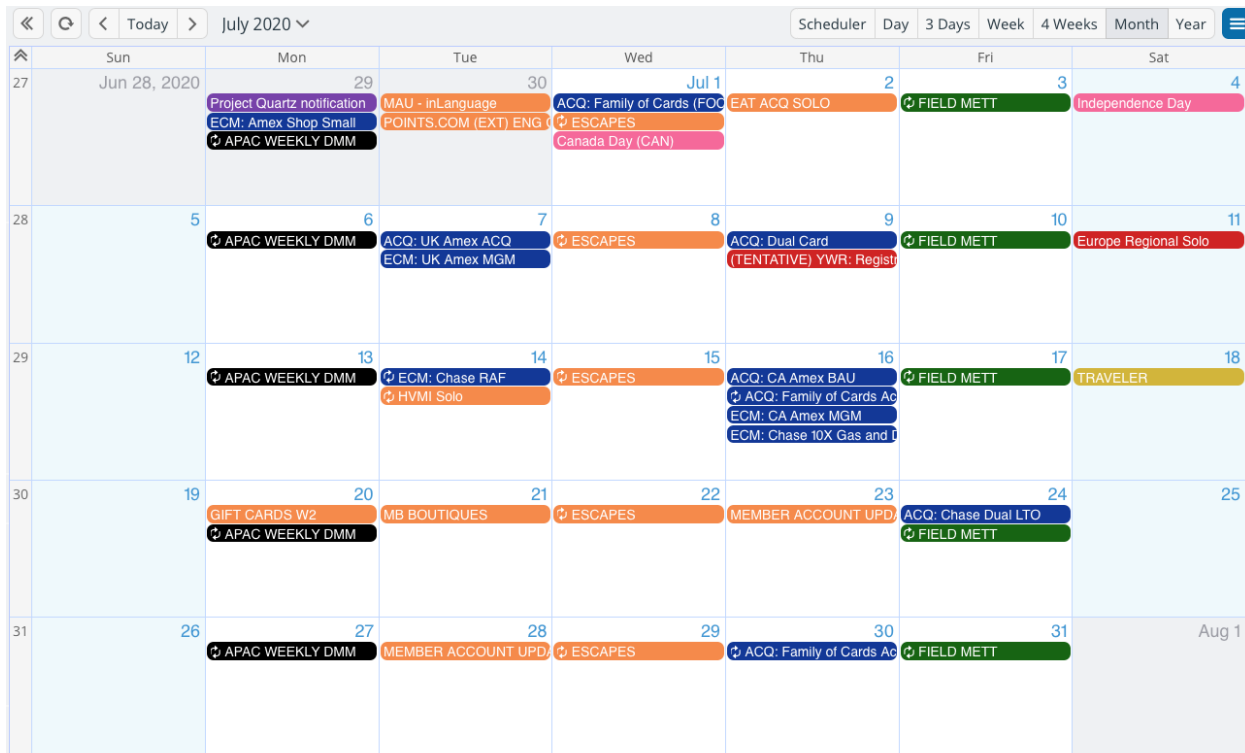
Broaden re-engagement tactics that reach out to lapsed bookers

- Send a targeted reactivation message to high-value members that recaptures lost or potentially lost revenues
  - Target cardholders and lower Elite levels that book leisure travel (Silver and Gold members)
  - Identify customers with canceled leisure reservations from Feb through June 2020
  - Identify customers that typically have leisure stays from Feb through June, as well as other typical seasonal travelers

- Subject line and email copy should acknowledge the decline in travel activity which may have been impacted by the pandemic and encourage booking again
  - Similar tone to an Abandoned Search campaign
  - Call-to-action examples: still here, come back, rooms are ready now
  - For those with canceled reservations, insert the city name and encourage re-booking
  - For typical seasonal travelers, encourage booking their seasonal trip early and take advantage of flexible cancelation policies

MARRIOTT
BONVOY™ | yes

Example Reactivation Series:

Initial Email		Reminder Email	Targeted Resend

+

Initial Email

Header

Initial Hero: Appealing landmark image Dynamic return destination Come Back CTA

Commitment to Clean

Flexible Travel

Global promo (personalized)

Footer

Reminder Email

Sent 7 days after Initial email to non-openers of the Initial email, plus those that opened, but did not click

Change SL for opened, no click group & recognize they opened: "Still Interested?"

Header

Reminder Hero: Geo-targeted travel inspiration (road trip, parks) Travel Again CTA

Global promo reminder (personalized)

Combined Cleanliness and Travel Flexibility

Footer

Targeted Resend

Resend the reminder email 7 days later to those that opened, but did not click

Drive sense of urgency to book seasonal trip (early for some) in subject line & pre-header; also reinforce global promo deadline

Header

Reminder Hero: Geo-targeted travel inspiration (road trip...) Travel Again CTA

Global promo reminder (personalized)

Combined Cleanliness and Travel Flexibility

Footer

Resend

Other Channel Opportunities

- Encourage members to update or create an online account

- Update email brief to include past engagement and desired KPIs; discuss full funnel reporting needs upfront

- Lift click KPIs by ensuring communications are personalized and lead with contextual relevance

    - Is there a clear reason for opening in the subject line?
    - Does the message feel personalized?
    - Are resends targeted and does the content need updating to reflect a reminder message?
    - Is there a clear call-to-action aligned with the click-through experience?

- Develop a test and learn plan that meets business objectives and drives conversion

MARRIOTT
BONVOY™ | yes

APPENDIX

Encourage members to update or create an online account

Benefits:
- Keeps the database up-to-date with current email addresses and communication preferences
- Improves member retention through an ongoing re-engagement strategy

Quick win:
- Add profile reminder to MAU and follow-up in 72-hrs. with a solo to non-openers; have a tone that shows we care and are providing value & service

- Target members using the Profiler flag
  - Update audience = Member has Y flag + 0 emails opened in the last 90 days
  - Create audience = Member has N or EMPTY flag + 0 emails opened in the last 90 days

Flag	Values
PROFILER	Y
PROFILER	N
PROFILER	[EMPTY]

Broader re-engagement strategy
- Create a win back email series that emphasizes the importance of email and encourages ongoing engagement
- Future enhancement: send a verification email to confirm profile update and/or email collection
- See Appendix for recommendation

MARRIOTT BONVOY™ | yes

Industry Examples: Update Preferences

Example Solo email

Archant Publishing:

Subject Line: **Update your preferences**
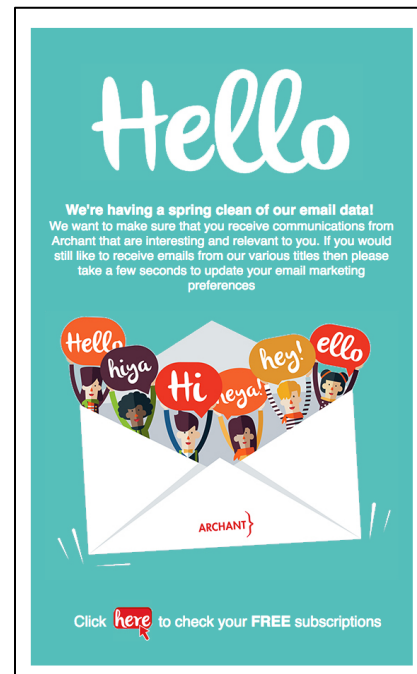
Example module for MAU

Alaska Airlines: Preferences module in newsletter

Update your email address, set preferences, and sign up for deals from your departure city. **Update preferences**

MARRIOTT
BONVOY™ | yes

ADDITIONAL DATA OPPORTUNITIES

Existing Data:
- Customer Lifetime Value (CLV)
- Contact history (email engagement history)
- Program engagement and tenure
- Project Orange segments (e.g. WHPH, TSAT)
- Channel dominant (e.g. owned, OTA)
- Season dominant (e.g. Fall, Summer)
- Brand dominant
- Brand category dominant (e.g. Premium, Select)
- Hotel category dominant (e.g. Cat 5 or above)
- International bound traveler
- Business vs. Leisure dominant
- Promo participant
- Deal Seeker

Using 3rd Party Data:
- Adara TVS
- Luxury traveler score (CX)
- Infogroup
- PeopleCloud
- Modern data platform (data modeling)

MARRIOTT
BONVOY™ | Yes