

Q1 2017 EMAIL PROGRAM REVIEW

May 19, 2017



AGENDA

- Q1 Performance Review
- Key Initiatives
- Campaign & Content Highlights
- Key Takeaways
- Learning Agenda Insights



Q1 PERFORMANCE REVIEW

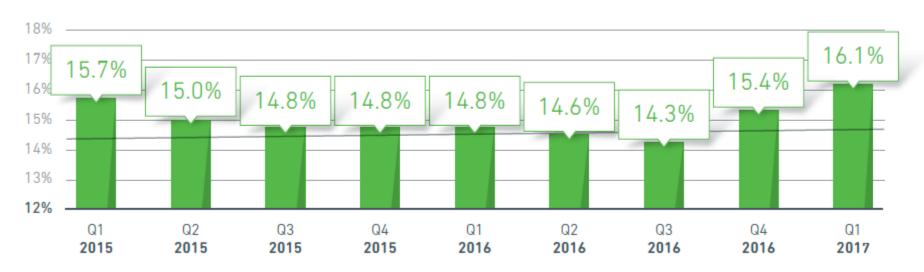
	Q1 2017	YoY%	QoQ%
Mailable Members	19.9 M	18.8%	5.3%
*Room nights	1.3 M	-6.3%	14.7%
*Bookings	534 K	-2.8%	16.1%
*Book/Delivered(K)	1.9	-8.9%	22.3%
Emails Delivered	277.3 M	6.7%	-5.0%
Open Rate	22.8%	-1.7%	-0.9%
Click to Open Rate	8.5%	-5.3%	6.1%
*Conversion Rate	9.9%	-2.2%	16.3%

EIR Booking Data



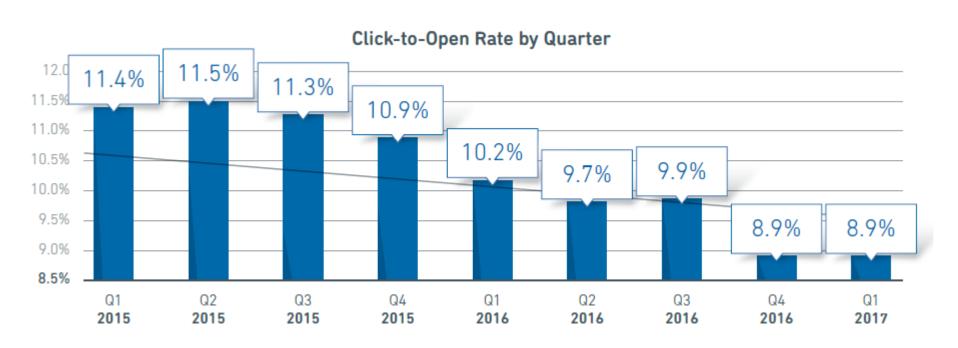
THE AVERAGE OPEN RATE IS NOW 16%, A 4% INCREASE QoQ AND A 9 % INCREASE YoY.

Open Rate by Quarter





THE AVERAGE CLICK-TO-OPEN RATE DECREASED 13% YoY AND 22% SINCE 2015





IN Q1, FRIDAY WAS THE BEST DAY OF THE WEEK FOR ENGAGEMENT, WHILE SATURDAYS GARNERED THE HIGHEST CONVERSION RATES.

Engagement by Day of the Week

Q1 2017

	Open Rate	Unique Click Rate	Total Click Rate	Click-to-Open Rate	Conversion Rate
Mon	14.7%	1.3%	1.8%	8.7%	2.4%
Tues	15.4%	1.2%	1.7%	7.6%	2.5%
Wed	14.7%	1.3%	1.9%	9.1%	1.8%
Thurs	15.5%	1.5%	2.1%	9.8%	1.9%
Fri	18.2%	2.0%	2.9%	10.8%	2.5%
Sat	14.9%	1.1%	1.6%	7.5%	3.6%
Sun	15.6%	1.2%	1.7%	7.9%	2.4%
AVERAGE	15.7%	1.4%	2.0%	9.0%	2.4%





Q1 email Benchmark Comparisons

Hospitality/Travel
Open Rate

16.8%

Hospitality/Travel Click-to-Open Rate

4.7%

Hospitality/Travel Unsub Rate

.036%

Marriott Rewards Open Rate

22.8%

Marriott Rewards Click-to-Open Rate

8.5%

Marriott Rewards Unsub Rate

0.15%



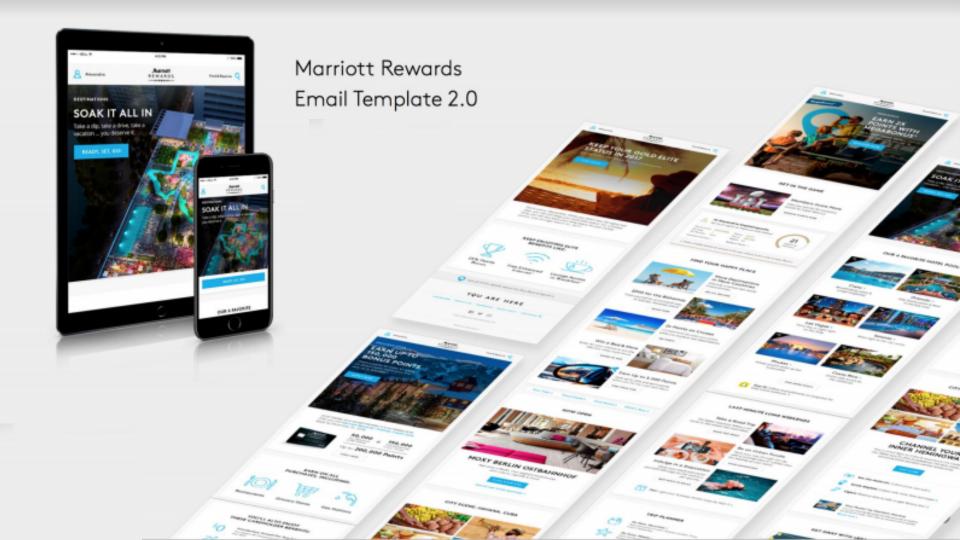
KEY INITIATIVES & STORYLINES



SUCCESSFUL TEMPLATE 2.0 DESIGN AND BRAND REFRESH IMPI EMENTATION

- Template 2.0 design work & coding completed
- Building Frequently Used Content library
- Email migration aligned with Orchestration





HOME

FREQUENTLY USED CONTENT

KEY:

A-Z - Content Elements

1 - Article

2 - 2-up Module

3 - 3-across

4 - Bulleted list

5 - 1-liner

6 - Other

See All

- **302** Total Lifecycle/Automated Email Campaigns
- 105 Priority emails complete retrofit by end of June
- Remaining completed by October

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MAR-00						
MAR-00 Welcome Existing Design 1 EN, CN, SP FR, GM (later batch, JP, PT, RU)	Project # Design	Campaign	Impact	Versions	Version Info	Languages
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MAR-00		Elletille Acilievers	Design	,	Silver/Cold/Flat	EN, ON, OF, FIX, OW (later balcins), FT)
MAR-00		Welcome Member EES: Points	Full Strategy		Silver/Gold/Plat	EN. CN. SP. ER. GM. (later batch JP. PT. RU)
MAR-00		Welcome Member EES: Miles			Welcome, EES1, EE	
Mar.00 Renweres Full Strategy 3 Silver(Gold/Pilat EN	MAR-00	Achievers			3	EN, CN, SP, FR, GM (later batch JP, PT)
MAR-00	MAR-00	Renewers			Silver/Gold/Plat	
MAR-00	MAR-00	Post Redemption				EN
	MAR-00	Abandon Search				
Mar. Design 1 En. Cn. JP, FR, SP, PT, GM	MAR-00	Near Level	Full Strategy		Silver/Gold/Plat	EN
MAR-00		Total: 105 messages	-			
MAR-00	July					
MAR-00	MAR-00	OTA/Second Stay	Design	1	1	EN, CN, JP, FR, SP, PT, GM
MAR-00 Hello Again Non-Member Strategy Recos 1 EN, CN, JP, FR, SP, PT, GM	MAR-00	Happy Birthday	Strategy Recos	1	1	EN, CN, JP, FR, SP, PT, GM
MAR-00	MAR-00	Hello Again Member	Strategy Recos	1	1	EN, CN, JP, FR, SP, PT, GM
MAR-00	MAR-00	Hello Again Non-Member	Strategy Recos	1	1	EN, CN, JP, FR, SP, PT, GM
MAR-00	MAR-00	Hello Again Reminder Member	Strategy Recos			EN, CN, JP, FR, SP, PT, GM
Algust	MAR-00	Hello Again Reminder Non-Member	Strategy Recos	1	1	EN, CN, JP, FR, SP, PT, GM
August AP Activation Design 1 EN, CN, JP, FR, SP, PT, GM MAR-00 Birthday Request Design 1 EN, CN, JP, FR, SP, PT, GM MAR-00 MRCC Anniversary Design 4 Premier Member, EEN MAR-00 MRCC Free Night Ceritificate Design 1 EN MAR-00 Incent Redemption Full Strategy 3 Need points, enoug EN MAR-00 Member Anniversary Full Strategy 1 EN, CN, JP, FR, SP, PT, GM MAR-00 BuyBack Strategy Recos 3 Silver/Gold/Plat EN, CN, JP, FR, SP, PT, GM MAR-00 Bye Sexisting Member Status Match Design 1 EN, CN, JP, FR, SP, PT, GM MAR-00 SPG Security Link Confirmation Design 1 EN, CN, JP, FR, SP, PT, GM MAR-00 SPG Security Link Confirmation Design 1 EN, CN, JP, FR, SP, PT, GM MAR-00 SPG Security Link Confirmation Design 1 EN, CN, JP, FR, SP, PT, GM MAR-00 SPG Security Link Confirmation Design 1 EN, CN, JP, FR, SP, PT	MAR-00	Onboarding	Strategy Recos		Tips (0 stays, 1+ st	EN
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47 messages	MAR-00		Design		1	EN, CN, JP, FR, SP, PT, GM
		47 messages				

UPDATES TO SELECT LIFECYCLE CAMPAIGNS SHOW GAINS IN KEY METRICS + NEED FOR FURTHER OPTIMIZATION

- Driving factors for updates:
 - New brand voice, program updates, significant performance declines
- Updated emails:
 - 1. Welcome Series
 - 2. Renewer
 - Near Level
 - 4. Onboarding Series

WELCOME SERIES HAD VISIBLE GAINS IN CLICK RATES OVERALL

Optimization focus will be to increase opener audience + engagement with EES1 and EES2



% Change: Ma	arch '17 vs. Welco	me '16 Avg.		
	Initial	EES1	EES2	EES3
Open%	-13.6%	-12.2% 🔻	-13.7% 🔻	-12.4%
CTO%	-1.4%	13.3% 📥	-13.8%	14.1% 📥

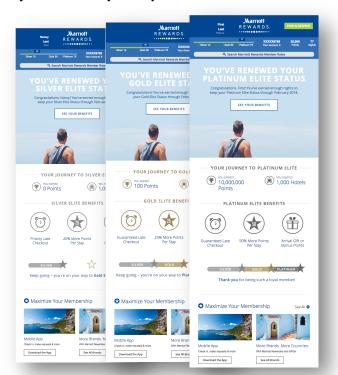
	March 2017	% Change vs. March YoY	% Change vs. Welcome 2016 Avg
Delivered	1.8M	66.6%	44.4%
Open%	30.4%	-16.8%	-13.2%
СТО%	18.5%	2.0%	1.8%

Key Recommendations:

- Subject line test plan
- Push for account creation in first email
- Content shift for earn & redeem to onproperty + Experiences

RENEWER SILVER CTO% INCREASED WITH NEW DESIGN

March results show significant CTO% declines for Gold & Platinum; time of year may impact results as send volume is near lowest in March



March	YoY	%	change
IVIAI CII		, ,	CHAILDE

	Silver	Gold	Platinum
Open%	0.9% 📥	-0.0% 🔻	5.2% 📥
CTO%	36.9% 🔺	-18.0% v	-17.5%

Key Recommendations:

- Continue with new version
- Increase Gold & Platinum Benefit content click engagement
- Inform of other program opportunities



SLIGHT UPDATES TO NEAR LEVEL SHOW NO GAINS

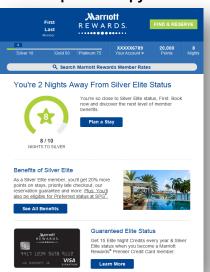
YoY declines in key email metrics are driving factors for strategic focus

<u>Previous SL</u>: [LEVEL] Elite Status is within your reach
Current SL: You're [X] Nights Away from [LEVEL] Elite Status

Original Version



Updated Copy



Lifecycle: Near Level Total	Delivered	Open%	сто%
Mar'17	28.0 K	45.6%	15.6%
2016 Average	48.5 K	49.5%	17.5%
Δ	-42.3%	-7.8%	-10.9%

Next steps:

- Strategic review planned post-2.0
- Alignment with Orchestration



ONBOARDING RESPONSE GROWTH AFTER MARCH UPDATES

March was first full month of changes showed 3rd highest Open% since launch; CTO% declines suggest the need for content optimization

	2016 Subject Line	New Subject Line	Open% Lift vs 2016 Avg.
Series 1	How to Use Your Rewards Account	Monday Tip 1 of 4: Manage Your Account	-0.3%
Series 2	How to Earn Points: No Travel Required	Monday Tip 2 of 4: Your Points Guide	12.4%
Series 3	Let's Plan Your Next Trip	Monday Tip 3 of 4: Indulge Within Reach	5.4%
Series 4	You Have 50 M New Friends	Monday Tip 4 of 4: Connect With Us	16.2%

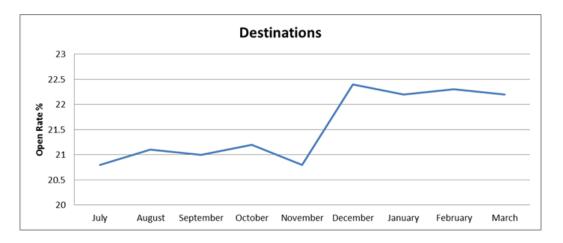
Updates

- Deployed Monday
- Sequencing in SL
- SL copy updates



DESTINATIONS CONTINUES TO SEE HIGH ENGAGEMENT YOY

- Campaign generates similar open% as eNews
- Jan. email saw above avg Open% & created demand for a high number of destinations
- March saw noticeable shift in clicks to content areas from account box
 & search

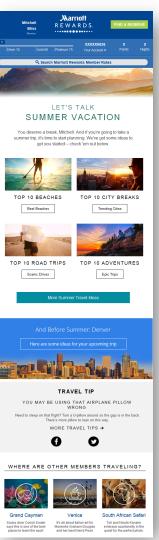




MARCH ENGAGEMENT WENT TO DESIRED CONTENT

- Account Box: lowest % clicks since Jul '16
- Search: 2nd lowest % clicks since Jul '16
- Click-centric focus in design & copy
- Top 10 section generated the highest click volume since Jul '16
- Drove highest traffic day for Marriott Traveler website in March (117,000 visits)

	MAR	СН	
	2016	2017	
Total Delivered	10,826,143	12,447,699	
Total Opens	2,434,551	2,761,176	
Total Clicks	114,886	210,139	
Open%	22.5%	22.2%	
СТО%	4.7%	7.6%	
		· · ·	



TARGETED PERSONALIZATION USING UPCOMING TRIP

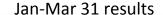
MESSAGING

New Upcoming Trip Module in February Destinations

- Sent to members with confirmed trip to one of 26 destinations in next 30 days
- Exploring further personalization



SPRING '17 MEGABONUS EMAILS LEVERAGED SEVERAL TACTICS TO MAXIMIZE REGISTRATION & BOOKINGS





F	MegaBonus First 3 Months	Delivered	Bookings	Revenue	Clicks	Bk/ Del (K)
Sp	pring '16	62.2 M	46.4 K	\$15.1 M	1.0 M	0.7
Fa	all '16	80.2 M	14.7 K	\$4.4 M	1.0 M	0.2
Sį	pring '17	69.0 M	36.8 K	\$12.3 M	1.2 M	0.5

January

- Subject line & CTA tests in Reg Confirm
- Hotel propensity in MB Achievement

February

Targeted base offer message in reminder

March

- Launched last chance booking reminder
- Targeted base offer message in last chance



A BASE OFFER SUB-SEGMENT GENERATED 6X HIGHER BPK



Base Offer



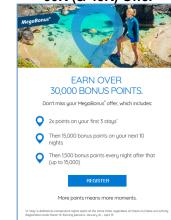


More points means more moments

Base Offer: Eligible Stays

SIMILAR OPEN% & CTO% TO...

30K (& 45K) Offer



Observations:

Base Offer Eligible Stay

- Open% & CTO% similar to higher value segments
- 6x higher BPK than Base group

Performance may be inherent of the segment or due to targeted content



1ST LAST CHANCE BOOKING REMINDER SOLO DROVE HIGH RESPONSE

High interest and booking response

- 55% Open%, 2x greater than program avg
- 9.4% Conv%, 4x greater than program avg

Reference to personalized MB status was the best subject line

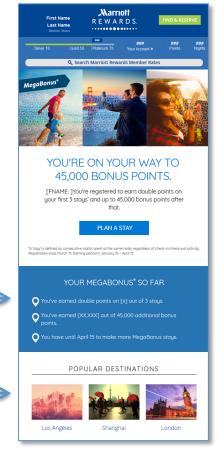
Your MegaBonus Status So Far (96.6%)

Next Steps for Your MegaBonus (91.7%)

You're Registered: 2x Points (84.0%)

Relevant content

- Featured module that contained progress tracker
- Popular destinations (based on M.com data)



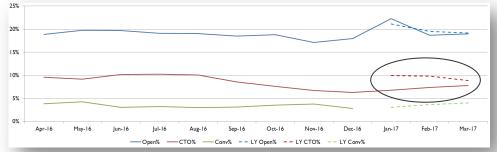
Progress So Far

Popular Destinations

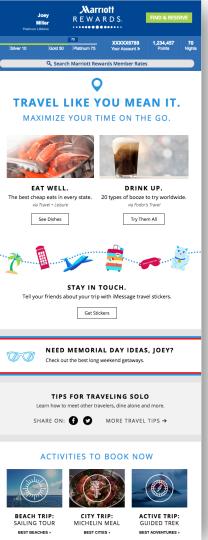


CONSISTENT HOTEL SPECIALS DECLINES CALL FOR STRICT CONTENT PLANNING + FOCUS ON CAMPAIGN ROL

 MoM declines in CTO% show need for content improvement



- Current tools have budget ties (e.g. WYLEI, personalized offers)
- Need support for getting the right submitters
 - Aids funding
 - Leverage tools for campaign optimization
 - More relevant content

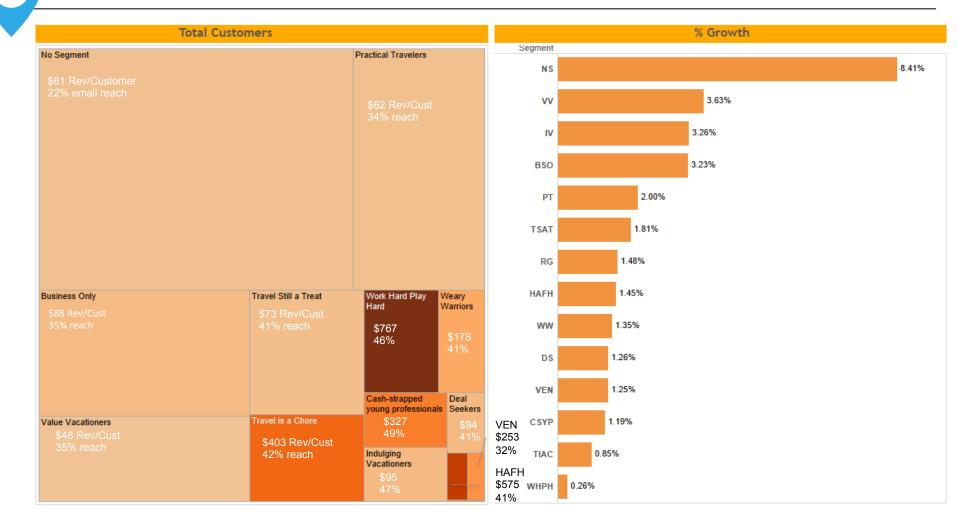


KEY TAKEAWAYS

- Frequently used content modules will drive resource efficiencies
- Aligned on 2.0 updates and Orchestration priorities
- Members continue to show high engagement with Destinations
- Maintain & grow engagement in upcoming trip personalization
- Hotel propensity and personalized content by segment drive engagement with MegaBonus promotions
- Submitter support for Hotel Specials improves funding allowing for additional campaign support



PO SEGMENT DASHBOARD



HIGH LEVEL SEGMENT OBSERVATIONS

- Best email responders: High engagement across all KPIs (Open%, CTO%, Conv%):
 Work Hard Play Hard, Travel Is A Chore, Voyaging Empty Nesters, Deal Seekers
- High interest in MR communications (Highest Open%):
 Retired Globetrotters, Deal Seekers, Work Hard Play Hard
- Small but powerful: Highest Revenue per email (in addition to Best email responders):
 Home Away from Home, Cash Strapped Young Professionals
- More signed up to receive Hotel Specials than eNews
 Practical Travelers, Value Vacationers
- High composition of Elite status Level
 Home Away From Home, Work Hard Play Hard, Travel Is A Chore, Cash-Strapped Young Professionals
- Don't disregard: Largest Audience
 Practical Travelers, Business Only, Value Vacationers, Travel Still A Treat, Travel is a Chore

 Aparticular

LEARNING INSIGHTS



MOBILE APP SWEEPS SUPPORT REACHED 36MM WITH 3 TOUCH POINTS

(3/7) eNews Top Offer: 226 K clicks



Similar clicks to MegaBonus

54% of total clicks

Mobile App Sweepstakes	Delivered	Clicks	Click%
eNews Mar '17	14.4 M	226.4 K	1.6%
Solo	11.0 M	204.3 K	1.9%
Hotel Specials Mar '17	10.4 M	4.9 K	0.0%
Total	35.7 M	435.7 K	1.2%

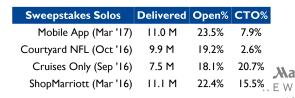
(3/17) Solo: 204 K clicks



(3/28) Hotel Specials module: 5 K clicks

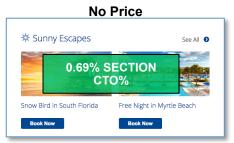


Fatigue or placement?





HOTEL SPECIALS OFFER PLACEMENT TEST DID NOT GENERATE CONCRETE RESULTS

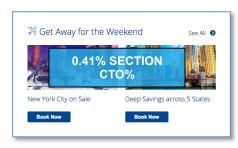


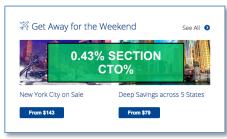


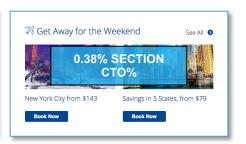


Getaways

Experiences



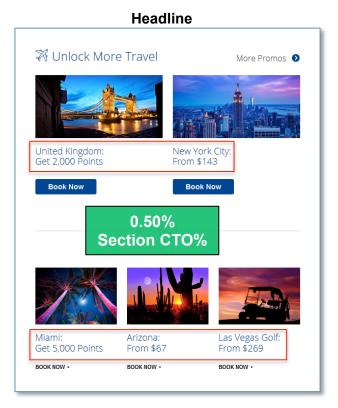




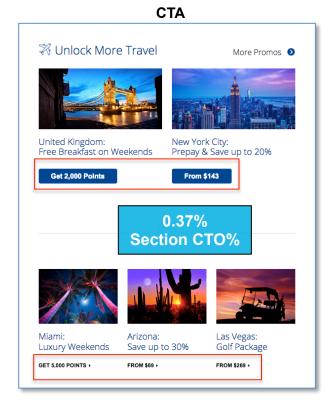
There was no statistically significant winner at a campaign or section level; retest in March



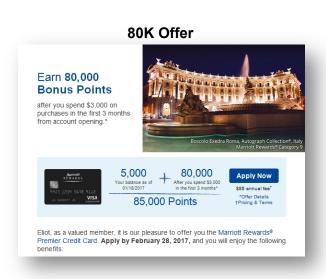
OFFER DETAILS IN **HEADLINE** GENERATED **35% HIGHER CTO%** THAN IN CTA



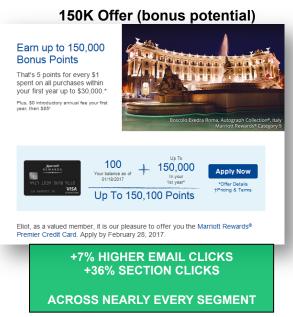
Experiences section tested offer value in Headline vs. CTA



HIGHLIGHTING MAX **BONUS POINT POTENTIAL** ATTRACTED MORE CLICKS









INCLUDING BONUS POINT IN COPY INCREASED ENGAGEMENT

80K/2 Free Nights (SUPERT)

Earn 2 Free Night Stays (Category 1-8)

That's 80,000 bonus points, after you spend \$3,000 on purchases in the first 3 months from account opening.*



APPLY NOW \$85 annual feer

*Offer Details | †Pricing & Terms



+1% HIGHER EMAIL CLICKS +3% SECTION CLICKS



2 Free Nights (SUPERT3)

Earn 2 Free Night Stays (Category 1-8)

After you spend \$3,000 on purchases in the first 3 months from account opening.*



APPLY NOW

\$85 annual feet *Offer Details | †Pricing & Terms





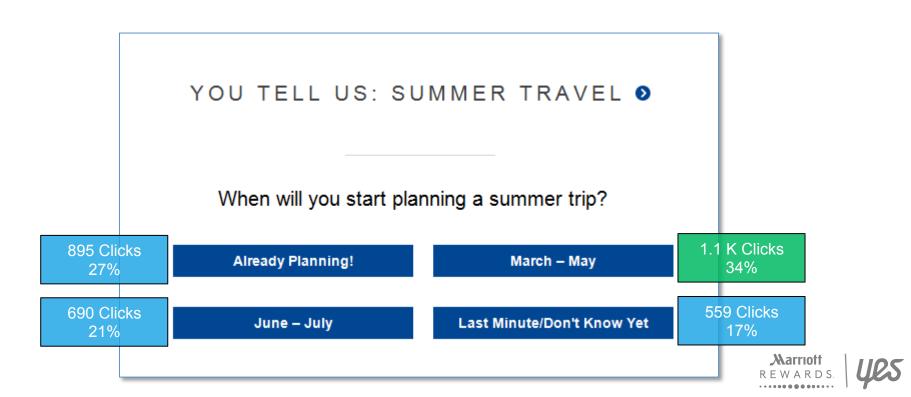
PERSONALIZING CONTENT INCREASED ENGAGEMENT IN ENEWS REWARDS

IN ENEWS REWARDS WORK YOUR POINTS 0 1) Targeting Moments increased click engagement Earn 80,000 Bonus Points Earn points towards your next vacation with the Marriott Rewards Premier Credit Card Leam More Game of Thrones Tickets Bid Points for a Cruise 0.07% Click% Use your points and be transported to Westeros Score an 8-day Caribbean adventure aboard with tickets to the Game of Thrones Concert Carnival's newest ship. 3 Ways to Use Your Hard-Earned Points Place a Bid Redeem Points 1. Concerts & Events 2. Wine Tastings 3. Luggage shipping & much more 0.43% Click% 0.12% Click% See All Experiences Golfers: Get 10 Points per \$1 Spend time on your swing - you'll earn 10 2) Hertz offer dynamically inserted First name & points for every dollar you spend on the Golf & Eam generated 6x more clicks than the avg Hertz offer-Need a Car. Mitchell? Hertz. Rent a car with Hertz and you'll save 35% and earn up to 5,000 points Save 35%



MAJORITY OF SUMMER PLANS START BEFORE MAY

Helpful for future summer travel content scheduling and last minute messaging

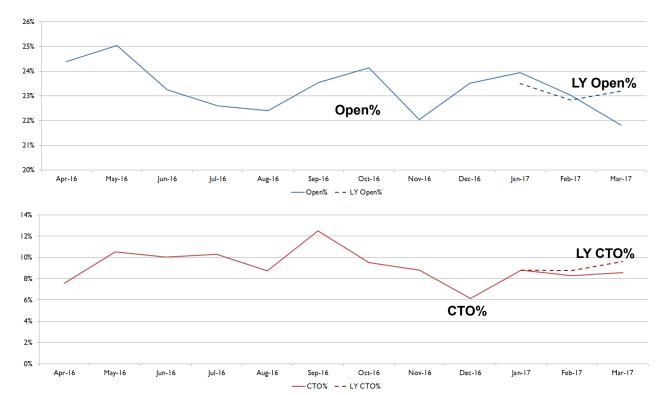


Marriott REWARDS.

THANK YOU!



HIGH VOLUME BUT LOW ENGAGEMENT SOLOS DECREASED OPEN% & CTO%



Open% was the lowest since Jan '16

- March delivery volume was the highest since Jan '16
- Below avg Open% from MVC & Freddie Awards Reminder

CTO% was down 11% YoY and 7% below the 12-month average; below avg campaigns

- Hotel Specials
- Mobile App Sweep
- MVC
- Rewards Plus Solos

