# Q2 2018 EMAIL PROGRAM REVIEW

September 6, 2018

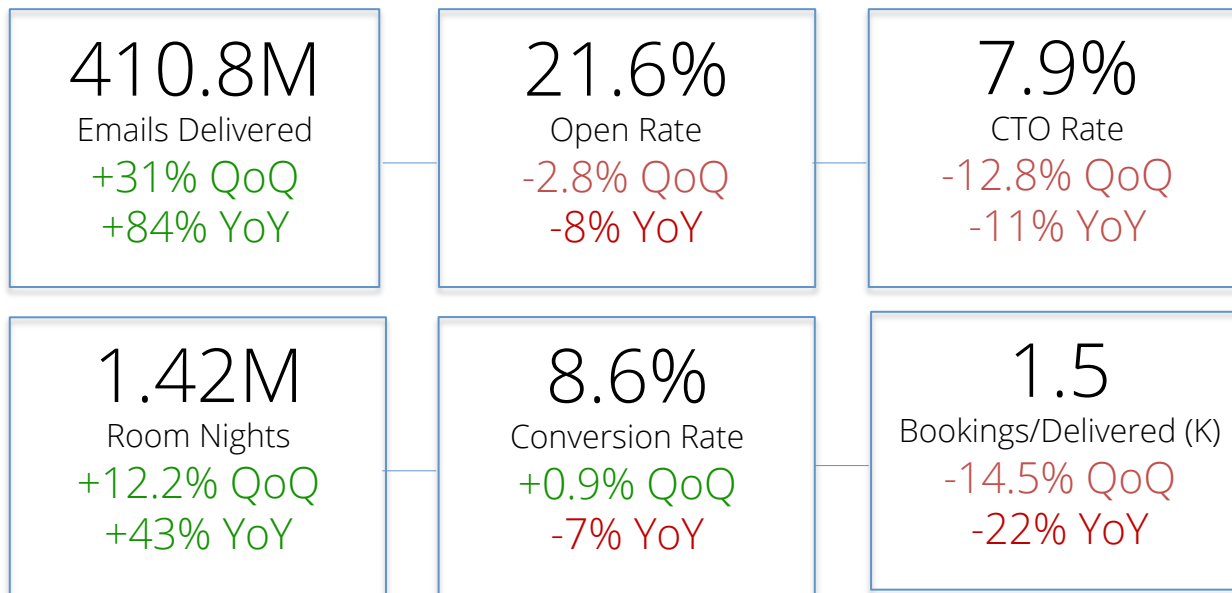yes

# Q2 REVIEW MEETING AGENDA

- Performance Summary

- Key Initiatives & Campaign Highlights

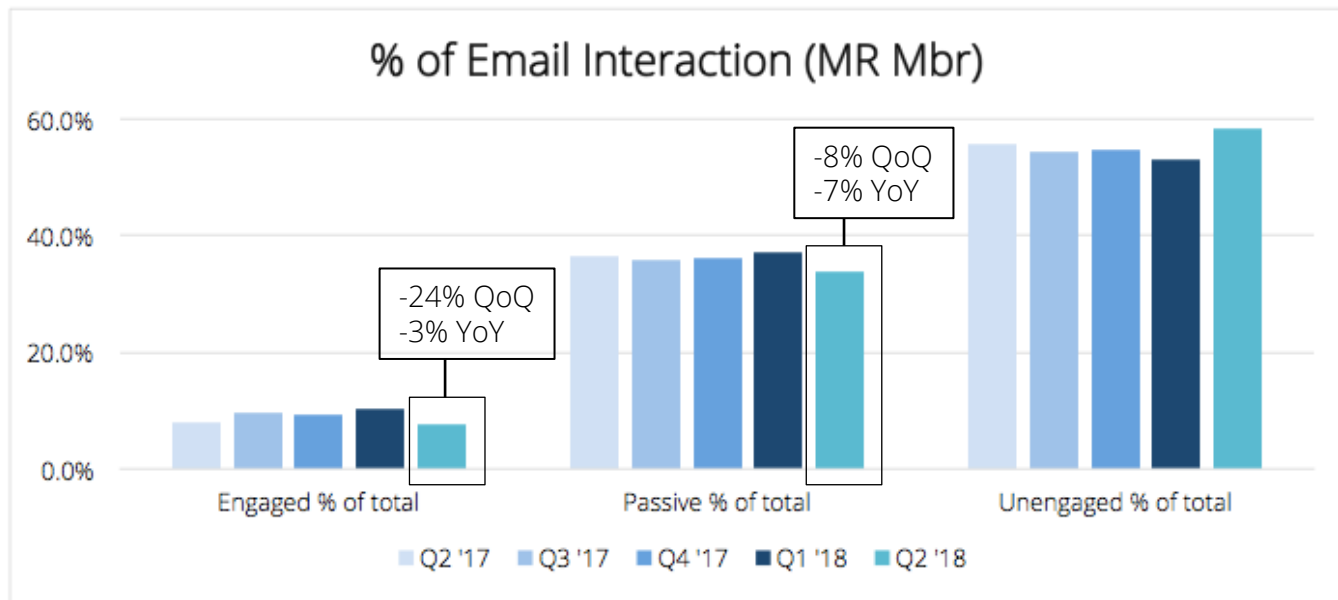- Actionable Insights

Marriott REWARDS | yes

# Q2 PERFORMANCE SUMMARY

# PROGRAM SUPPORT MESSAGING INCREASED REACH BY 22%

- Campaigns were successful at driving awareness of program related messages; total open counts up 27% and clicks up 11% QoQ
- Generated over $222M in revenue from Q2 campaigns (up 13% QoQ)
- Declines correlate to non-booking focused messages and broader targeting

| 410.8M | 21.6% | 7.9% |
|---|---|---|
| Emails Delivered | Open Rate | CTO Rate |
| +31% QoQ | -2.8% QoQ | -12.8% QoQ |
| +84% YoY | -8% YoY | -11% YoY |
| 1.42M | 8.6% | 1.5 |
| Room Nights | Conversion Rate | Bookings/Delivered (K) |
| +12.2% QoQ | +0.9% QoQ | -14.5% QoQ |
| +43% YoY | -7% YoY | -22% YoY |

*Financials based on EIR data

Marriott
REWARDS.

yes

# ENGAGEMENT DECLINES TIED TO INCREASE IN PROGRAM SUPPORT CAMPAIGNS



% of Email Interaction (MR Mbr)

-8% QoQ
-7% YoY

-24% QoQ
-3% YoY

Engaged % of total    Passive % of total    Unengaged % of total

Q2 '17    Q3 '17    Q4 '17    Q1 '18    Q2 '18

*Email interaction:
- Engaged = Opened and clicked, plus  only clicked
- Passive = Opened but did not click
- Unengaged = Not opened and not clicked

Marriott REWARDS.

# BAU ENGAGEMENT QOQ

eNews engagement up with program messaging & MegaBonus in feature module

Hotel Specials open rate decline suggests subject line re-test; increase in hotel offers noticed with CTO rate lift

Destinations summer travel series ended in May driving opens up 3% QoQ with inspirational content

## QoQ Performance

| | Q2 '18 Program | eNews | %change | Hotel Specials | %change | Destinations | %change |
|---|---|---|---|---|---|---|---|
| Delivered | 410.8M | 46.5M | 4.2% | 30.6M | 5.8% | 43.6M | 4.6% |
| Open% | 21.6% | 21.4% | 9.0% | 16.8% | -8.8% | 20.3% | 3.2% |
| CTO% | 7.9% | 12.9% | 17.1% | 7.5% | 1.2% | 7.1% | -7.9% |
| Unsub% | 0.28% | 0.11% | 0.3% | 0.14% | -8.8% | 0.14% | -3.1% |
| | | | | | | | |
| Room nights | 1.425M | 326.8K | 28.5% | 68.9K | -0.3% | 90.0K | -1.7% |
| Revenue | $222.6M | $52.3M | 30.9% | $10.8M | 0.3% | $14.0M | -5.3% |
| Conv% | 8.6% | 10.9% | -2.4% | 7.8% | 2.5% | 5.9% | -1.0% |
| Bkngs/Dlvd (K) | 1.5 | 3.0 | 24.6% | 1.0 | -5.4% | 0.9 | -5.8% |

Marriott REWARDS | yes

# JUNE '18 ACQUISITIONS ARE 19% ABOVE GOAL

- Over 23K new accounts which puts us 59% of goal
- Resends drive incremental accounts; improved targeting will reduce high unsub. rates

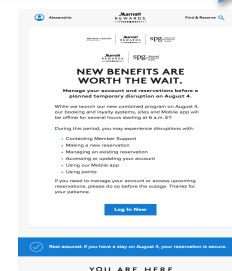Monthly Account Activity YTD



June '18 up
33% YoY
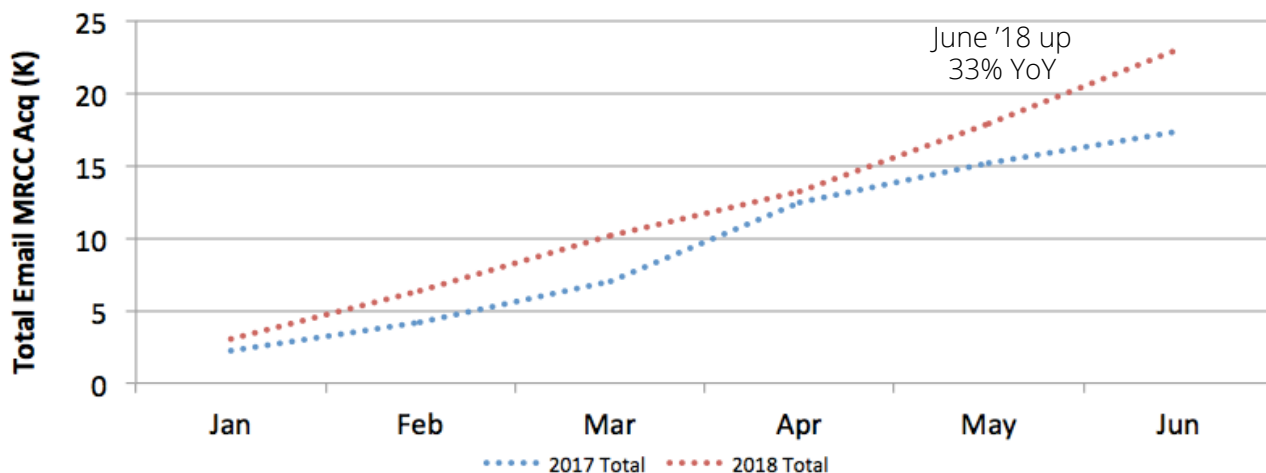
# KEY INITIATIVES & CAMPAIGN HIGHLIGHTS

- TBOP: Campaign Overview
- MRCC: Unsub Analysis & Optimization Plan
- MEGABONUS: Q2 Support
- MR MOMENTS: Test Results
- ABANDONED SEARCH: Subject Line Test Results
- GDPR: Solo Engagement Summary

# TBOP EMAIL SERIES: PERFORMANCE SUMMARY
## (APR-AUG 15)

# Marriott Rewards: Solo Timeline
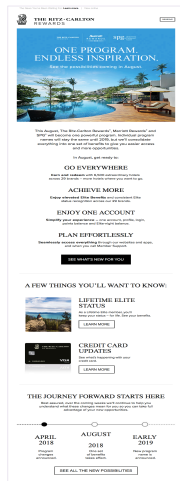
# Ritz-Carlton Rewards: Solo Timeline

| April | June | | | | July | August |
|-------|------|---|---|---|------|--------|
| 16 | 1 | 4 | 7 (Auto) | 28 | 25 | 15 |

# PERFORMANCE SUMMARY

- Drove awareness of program messages to over 76M MR and RCR members

- RCR engagement consistent with MR across like campaigns

- Elites engaged more with status chart in May Solo compared to other email content; 53% of clicks on chart

- Linked account audience had 51% higher open rates and 25% higher CTO rates than non-linked group

- Key Dates content in secondary module drove 76% of clicks in July Solo vs. 5% on hero; Free Night Award link garnered majority of clicks

- Aug Travel Package Solo drove record breaking engagement; highly targeted audience and content

- Consistent engagement with Contact Us/FAQ module regardless of module format

| | Combined | MR | RCR |
|---|---|---|---|
| **Total # Emails Delivered** | 76.5M | 74M | 2.5M |
| **Total Impressions** | 17.6M | 17M | 567K |
| **Total Traffic** | 1.25M | 1.21M | 37K |



MR - Open Rate

24.5%  33.7%  19.9%  20.9%  98.4%  27.9%

April   May   June 28   July   August 10   August 15

OR — Avg. OR



MR - CTOR

6.4%  19.7%  2.6%  5.8%  10.3%  20.6%  1.6%

April   May   June 4   June 28   July   August 10   August 15

CTOR — Avg. CTOR
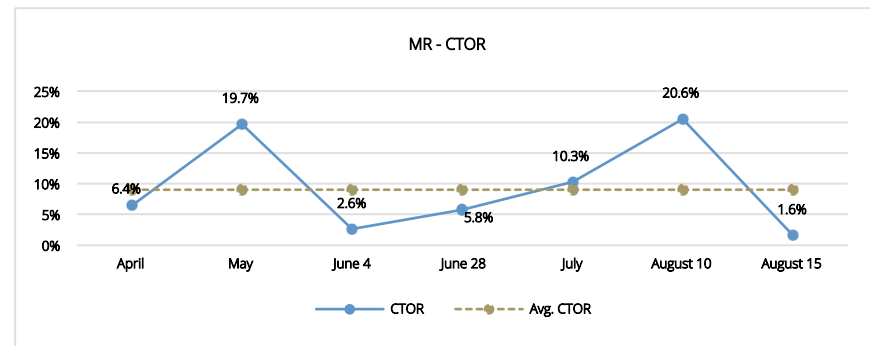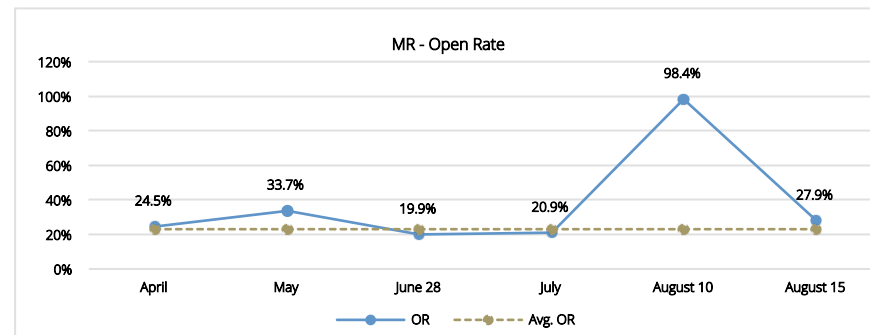
# OPTIMIZATION IDEAS

- Subject line testing drove open rate lifts in April Solo; test 1-2 clearly different styles using test and roll functionality with each mailing
    - o Test with larger audiences and/or priority segments
    - o Personalize with member data: level, point balance, cardholder, recent stayer

- High engagement in specific modules suggest streamlining content by focusing on key messages; leverage all text module when appropriate
    - o E.g. Focus content on earning updates for members with lower point balances

- Leverage BAU emails to carry-through highly personalized messages
    - o Include Travel Package message in Destinations for someone with an upcoming trip

Marriott REWARDS | yes

# OPTIMIZATION IDEAS

- Leverage Wylei dynamic content assembly to optimize image, headline, and CTA in hero; efforts consistently drive significant lifts in CTO rates

- Consider send time optimization to determine best time for email engagement

- Look for additional opportunities to include resource links (FAQ and/or Contact Us) in program update Solo's, as they consistently generated engagement across all emails
  - Changes to layout, color, icons did not significantly increase or reduce engagement

# NEARLY 5% CTOR LIFTS IN JUNE '18 WITH DCA OPTIMIZATION

## 6/14 Initial Solo

- Optimization drove 4.9% CTO rate lift
- Test optimized hero in 3 areas:

**Eyebrows**
1. NEW
2. EXCLUSIVE OFFER
3. LIMITED TIME OFFER

**Headlines**
1. EARN 100,000 BONUS POINTS.
2. GET FREE NIGHTS FASTER.
3. THE FASTEST WAY TO BONUS POINTS.

**CTA**
1. Act Now
2. Apply Now

- Top performing combination:
  - Exclusive Offer
  - Earn 100,000 Bonus Points
  - Act Now
- Continue optimizing for patterns
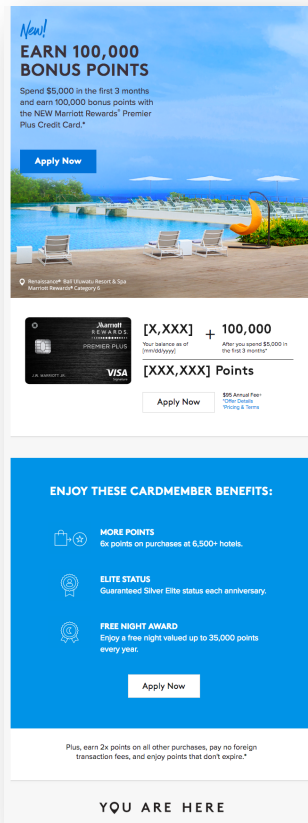


## 6/30 Resend Solo

- Optimization drove 4.2% CTO rate lift
- Test optimized hero in 3 areas:

**Eyebrow**
1. OFFER ENDING SOON
2. LIMITED-TIME OFFER
3. TIME IS RUNNING OUT

**Headline**
1. EARN 100,000 BONUS POINTS.
2. THE FASTEST WAY TO BONUS POINTS.
3. GET FREE NIGHTS FASTER

**CTA**
1. Apply by July 12
2. Apply Now

- Top performing combination:
  - Offer Ending Soon
  - Earn 100,000 Bonus Points
  - Apply by July 12
- Continue optimizing for patterns

# 2018/19 SOLO OPTIMIZATION ROADMAP

## Q3 '18

Ongoing: subject line/pre-header testing, Wylei real-time optimization

Make segmentation updates **(Sep)**

Investigate & leverage spend data in email content **(Sep)**

## Q4 '18

Layout test #2 **(Oct)**

Test "pre-approved" email copy **(Oct)**

Test visualization of bonus points/free night award **(Nov)**

Begin working on email copy doc **(Dec)**

## Q1 '19

Finalize pre-approved copy doc **(Jan)**

Marriott
REWARDS. | yes

# SEGMENTATION RECOMMENDATION

- Change monthly Solo targeting to include active and engaged members
  - **High Propensity (credit card)** = member falls in the top 1 to 3 deciles
  - **Active Stayer** = has 2 or more nights in the last 12 months
  - **Email Engaged** = has opened and/or clicked an MRCC Acq. Solo in the last 3 months
  - **Active Promo Participant** = has registered for last 3 MegaBonus promotions
  - **Engaged w/ Partners** = has partner earn/redeem in the last 12 months
  - **Engaged Member** = has mobile app
  - Suppress denied audience (members and non-members) for 60 days; exclude from other card content in BAU emails

- Improve non-member targeting by including anyone that engaged in a past MRCC Acquisition Solo (last 3 months)

# HOW VALUABLE ARE THE GUESTS OPTING OUT FROM MRCC AQUISITION CAMPAIGNS?

- Last year email drove 35k MRCC acquisitions, however, >400k customers clicked the unsub link

- Analyzed 335k customer records who opted out from MRCC campaigns
  - 57% (191k) were non-members
    - Do not have additional data beyond member level for the
  - 43% (144k) were members; we looked at:
    - # of nights YTD
    - Current point balance
    - Recency of last paid stay
    - Member tenure based on enroll date
    - Cardholders (Y/N)



Pie chart:
- GOLD 1.35%
- BASIC 37.87%
- NON-MEMBER 57.03%
- SILVER 3.75%
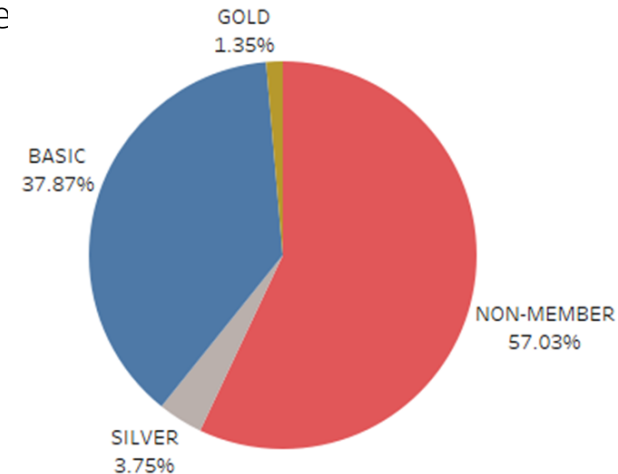
# ANALYSIS SUMMARY

- ## 98% of opt-outs appear to be low value
  - Non-members or members with 0 nights YTD

- ## However, 2% of all opt outs / 4.6% of members (6.7k) appear to be high value
  - ≥10 nights and ≥15k point balance

This provides some insight that may help with targeting & suppressions going forward, but would recommend additional analysis and/or testing to verify.

# ADDITIONAL ANALYSIS OPPORTUNITIES

- Compare unsub profile to those who convert to cardholders and/or targeted audience

- Conduct pre/post analysis on audience stay/spend behavior to better understand cost of lost email opt-outs

- Obtain Non-member transactional data to further understand this audience's value

- Append records with Infogroup data to gather additional insight and broader segmentation opportunities

- Include more lifetime transactional data to identify any changes in activity that may correlate with opt-out

Marriott
REWARDS
yes

# $41M FROM Q2 MEGABONUS SOLO CAMPAIGNS

- 11 Solo's sent to 37.6M resulted in 110K bkgs; additional support in BAU campaigns

- Registration Solo drove 70% of Solo revenue in email series

- Registration Confirmation Solo generated more bookings per delivered at 9.6
  - Booking Reminder was 7.9 and Reg Solo was 2.3

- Continue leveraging travel inspiration content to drive engagement in Reg Confirmation

Registration Solo
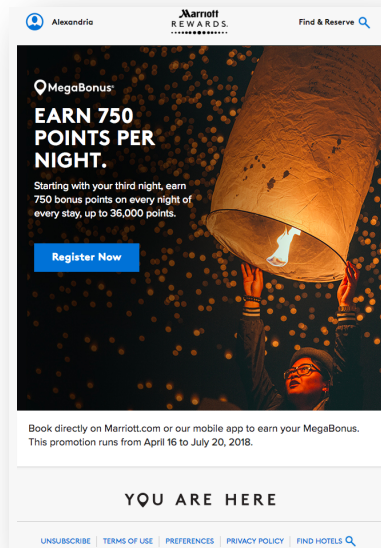
Reg. Confirmation
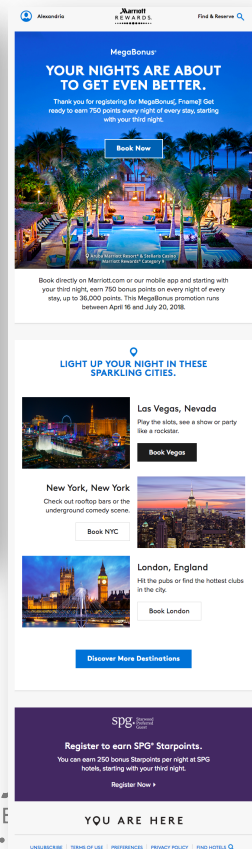
# 6% HIGHER CTOR IN JUNE WITH NEW SEGMENTATION

| | | |
|---|---|---|
| **31%** <br> Open Rate <br> -12% MoM | **6.4%** <br> CTO Rate <br> +6% M0M | **0.05%** <br> Unsubscribe Rate <br> -49% MoM |

Jan-May '18 Moments Solo Avg.
O/R = 35%
CTOR = 6.5%
Unsub. = 0.10%

- Basics drove CTOR lift with 24% increase MoM; Elite level declines between 5-10%
  - June layout test may have been a contributing factor; additional analysis needed to determine

- Updated segmentation to target active members (counts down from 5M to 3M)
  - Registered for MegaBonus in the past 12 months OR
  - Redeemed for a free night award/certificate in the past 12 months OR
  - Had a redemption stay in past 12 months OR
  - Has a Marriott Rewards Credit Card (cardholder flag = Y)

- July CTOR up from June for Elite levels; consistent open declines suggest test plan

Marriott REWARDS | yes

# CONTROL LAYOUT GENERATES +13.2% CTO

CONTROL
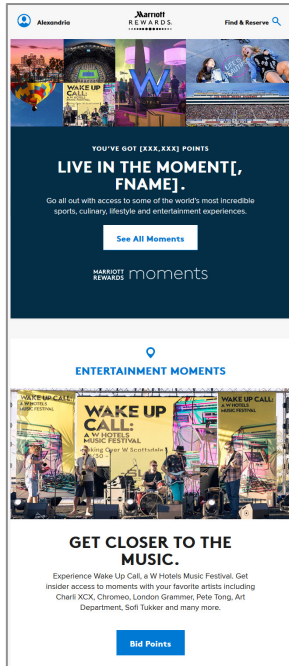


CTO 8.0%

TEST
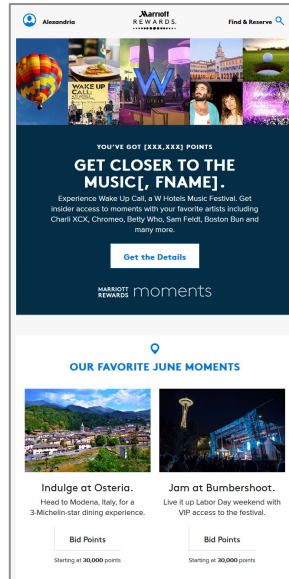


CTO 7.0%

- Varied layout & categorization generated stronger response

- Need to evaluate against moments conversions

- Recommend continuing with control layout

# RECOMMENDATIONS

- Optimize subject lines with each mailing to lift open rates and keep messaging fresh
  - Consider branding the monthly campaign and moving point balance into pre-header; lead with priority experience

- Analyze impact of segmentation updates in Oct after 3 months (July-Sep) of consistent messaging/email design

# ABANDONED SEARCH: DESTINATIONS VERSION
## SUBJECT LINE TEST RESULTS

### Performance summary:

- Tested 4 different subject lines (SL) and pre-headers (PH) over 8 weeks in 14-day intervals
- Results compared to 14-day forecast for each test time period
- Short version was clear winner at 48.7% open rate (+26% vs. forecast); drove intrigue w/ urgency in PH

### Tested Subject lines:

1. Short  *Winner
   SL: Your [Location] Trip
   PH: Lock in the lowest rate when you book now.

2. Out of the Box
   SL: Change your mind?
   PH: Exclusive member rates in [Location] are still available.

3. Support
   SL: Going to [Destination]? We Can Help
   PH: Find out how to get the lowest rates.

4. Current Prop Version
   SL: Come Back to Plan Your [Location] Stay
   PH: Learn how easy it is to get the best rate every time.

| Test Period | Actual O/R | Forecasted O/R | vs. forecast |
|---|---|---|---|
| Test 1 - Short: 5/7 – 5/21 | 48.7% | 38.7% | 26% |
| Test 2 - Out of the Box: 5/23– 6/6 | 41.1% | 38.6% | 7% |
| Test 3 - Support: 6/8– 6/22 | 38.3% | 38.5% | -1% |
| Test 4 - Current Prop Version: 6/27 to 7/11 | 37.1% | 38.3% | -3% |



Abandoned Search Destinations Version: Subject Line Test Results
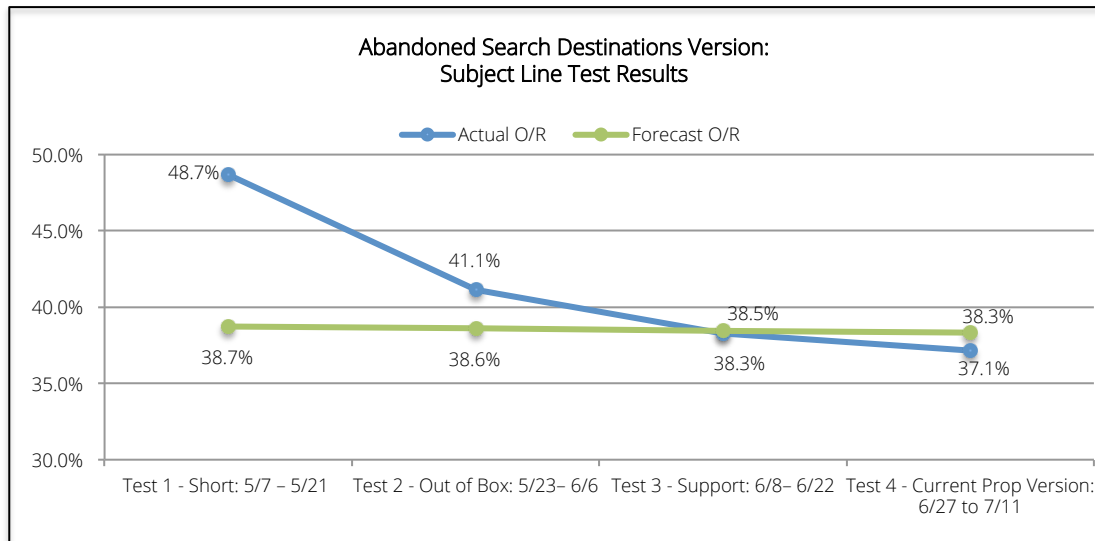
# GDPR COMPLIANCE SOLO

Successful at meeting primary goal of driving awareness of privacy policy change

- Reach: 37.7M

- Impressions: 7.9M

- Traffic: 206.5K


- Delivery Rate: 94%

- Open Rate: 21%

- CTO Rate: 2.59%

- Unsub Rate: 0.96%

"Update to our Global Privacy Statement"
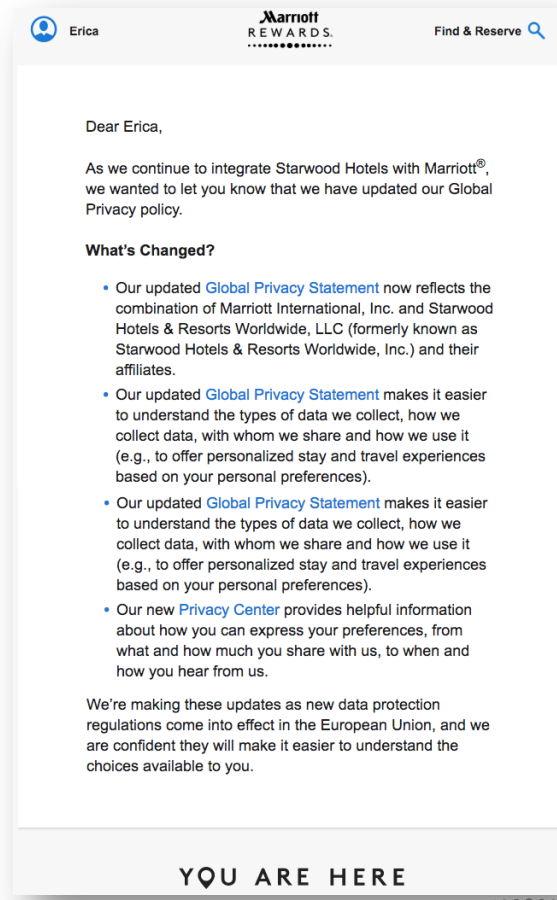
# RECOMMENDATIONS

Consistent subject line testing helps lift engagement, supports awareness goals, and keeps content fresh

- Test 1-2 clear, distinct styles tested against a control helps to easily determine winner; use test & roll functionality

- Q2'18 winning styles and subject lines:
  - Sense of urgency w/ date, direct - "Register for MegaBonus by June 30"
  - Supportive tone - "We see you haven¹t registered."
  - Lead with offer, short and direct – "100,000 Bonus Points" and "Earn 750 Bonus Points Per Night"
  - Emphasis given to high interest word – "Your Account: Exciting NEW Program Information"
  - Supportive and personalized – "Your Credit Card Summary: [X] Points Earned"

# RECOMMENDATIONS

- TBOP campaign performance insights can be used to inform design, segmentation, and personalization needs for additional OBOP communications
  - Leverage learning library and Wylei to develop optimization plan

- Use insights from MRCC unsub. analysis to help with targeting & suppressions; more data needed for deeper analysis and/or testing

- Continue to leverage propensity modules and other member data in campaigns to improve targeting and segmentation strategies
  - Update to include Starwood properties and SPG members
  - Prioritize commonly used propensities: Abandoned Search, Incent Redemption, eNews, Hotel Specials, MRCC

Marriott
REWARDS.

# MARRIOTT TRAVELER

## Q2 2018 NEWSLETTER
## PERFORMANCE RESULTS

Marriott
REWARDS | yes

# April

## ROCK THE THIRD ROCK

With ridiculous views from its highest peaks to awe-inspiring creatures in its deepest seas, there is so much to see and celebrate on our planet. On Earth Day, or any day, get out and discover the wonders of Mother Earth.

OUTDOORS

From Sea to Shining Sea: 20 Unforgettable U.S. National Park Sights

CHECK OUT ALL 20

### EXPLORE THE BIG BLUE PLANET

OUTDOORS

**Where to Unearth Gorgeous Adventures On and Under Tropical Seas**

In photographs, the rich, vibrant colors of tropical waters almost look artificial...

Unlock the Secret

OUTDOORS

**Snorkeling in Hawaii: Best Underwater Spots to Look for Nemo**

Finding the best snorkeling spots in Hawaii couldn't be easier...

Dive In

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# May

## HAVE 3 DAYS, WILL TRAVEL

Dear Three-Day Weekend,
Thank you for giving us another day to have one more adventure, one more delicious bite, one more chance to chill... You get where this is going. Check out a few ideas to squeeze the best out of your next long weekend.

WEEKEND GETAWAYS

Got 3 Days to Spare? Tackle San Juan Like a Pro on a Weekend Getaway

EXPLORE PUERTO RICO

### DO A WEEKEND WINE-DOWN

EAT+DRINK

**Wander Through the Wineries of Texas Hill Country**

With more than 350 wineries statewide, Texas is the nation's fifth largest wine producer...

Sip in Austin

EAT+DRINK

**Fancy a Silky Pinot or Bold Chardonnay? Pour a Glass at These Kelowna Wineries**

Get ready to meet your new favorite wine region: Canada's Okanagan Valley...

Swirl in BC

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# June

## HOW I SPENT MY SUMMER VACATION

Remember when your teacher asked you to write that essay? Well, summer is just getting started and you can be the author of your best summer EVER. Take our quiz for a little summertime inspiration.

TIPS + TRENDS

How Will You Spend Your Summer Vacation?

TAKE QUIZ

### GET YOUR SUMMER LOVE ON
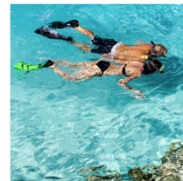
ROMANTIC GETAWAYS

**Turn Up the Heat in the Caribbean's Most Romantic Summer Getaways**

See All 6

ROMANTIC GETAWAYS

**Oh, Those Summer Nights (and Days) with Your S.O. in Savannah**

Feel the Love
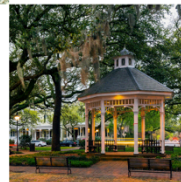
# Quarterly Performance Results

## Observations:

- Deployment increased 33% QoQ resulting in higher open counts (up 30%)

- Open rate steady at 17.6% with consistent subject line testing (0.3 pts above 15% goal)

- CTOR down 11 pts. from goal; noticeable drop in April to 3.6% (lowest to-date)

- Unsub rate jumped to 0.15%; consistent throughout quarter, but aligns with MR Program average of 0.16%

- Gained $239K in incremental revenue

| | Q2 2018 | Q1 2018 | QoQ Comparison |
|---|---|---|---|
| Delivered | 14.4 M | 10.9 M | 32.5% |
| Del. Rate | 96.67% | 97.07% | -0.4 pts. |
| Unique Opens | 2.6 M | 2.0 M | 30.6% |
| Open Rate | 17.67% | 17.93% | -0.3 pts. |
| Unique Clicks | 105.9 K | 112.8 K | -6.1% |
| CTR | 0.73% | 1.03% | -0.3 pts. |
| CTOR | 4.15% | 5.77% | -1.6 pts. |
| Unsubscribe | 21.9 K | 6.7 K | +227.9% |
| Unsub Rate | 0.15% | 0.06% | +0.09 pts. |
| Revenue | $239.6K | not avail. | -- |
| Room Nights | 1.7 K | not avail. | -- |
| Bookings | 873 | not avail. | -- |

Report time period: 2 weeks post-launch for Apr, May, and Jun emails
Financial data source: Omniture 7-day

# Content Performance Summary

- Feature, Curated A, and Popular sections generated up to 60% of campaign clicks; consistent MoM

- Sticky content jumped to 11.1% of clicks in May
  - Feature engagement dropped to 23.1% of clicks
  - Clicks also shifted to Curated A (15.9% of clicks) and Popular Articles (16.4% of clicks)

- Shorter email in June drove clicks to other sections
  - Feature saw 40% of clicks
  - Engagement higher than other months with more content

- Upcoming trip module drove only 0.8% of clicks but resulted in $11K (8% of total); 3rd highest $$ section
  - June tracking on highly personalized content to small audience
  - MRCC banners are targeted but not as personalized
  - Consider other member data to expand targeted content



Header – 11.5% clicks

Curated Feature – 32% clicks

Curated Articles A – 15.2% clicks

All Banners – 0.8%

Curated Articles B – 7.5% clicks

Banner 2

Curated Articles C – 2% clicks

Banner 3

Popular Articles – 12.7% clicks

Sticky Content – 5.5% clicks

Footer – 12.1% clicks

# Marriott Traveler: Actionable Insights

- Capitalize on key energy moments and timely deployments to drive engagement
- Shorter, streamlined layout continues to engage readers
- Increase personalization tactics to improve click metric
  - Refresh and build out upcoming trip content
  - Target business traveler and brand loyalist with relevant content/news
  - Increase inactive member engagement with broader, value-add content
- Visible pattern of high engagement with shorter subject lines
- Share reader activity (e.g. survey outcomes) to foster community

# 2018 Quarterly Content Roadmap

## Q1

## Q2

## Q3

## Q4

Ongoing: subject line optimization, animation, trendy hack content, video usage

**Q1**

Increase personalization:
- Upcoming Trip

Support Marriott Moments (ongoing)

**Q2**

Investigate real-time optimization (Wylei)

Increase personalization:
- Business Travelers
- Guest feedback
- Cardholders

Scope day of week/ time of day testing

**Q3**

Increase personalization:
- Member Stories
- Guest feedback
- Business Travelers
- Inactive basics

Support Brand teams

**Q4**

Increase personalization:
- Feedback driven content
- Leisure destination targeting (CEI)

Support Traveler Living

# TBOP Email Series: Analysis Approach

- Focused analysis on the English email versions

- Evaluated the performance of most Solo and triggered communications with launch dates between April and August 2018
    - 4/16 TBOP pre-announcement
    - 5/30 & 6/1 Member Education Solo Elite
    - 6/4 Member Education Solo (Low Engaged)
    - 6/7 Automated Trigger (Low Engaged)
    - 6/28 Award Chart ME
    - 7/25 Key Dates
    - 8/10 Travel Package
    - 8/15 Outage Solo

- Campaign financials based on Omniture booking data

- Future evaluation opportunities:
    - Measure email recipient engagement across entire email series (e.g. % of audience opened at least 1 email in series vs. % opened all emails vs. % non-openers)
    - Measure engagement by continent, generation, and language version

# APPENDIX:
# MRCC UNSUB ANALYSIS

# Analysis of 335k MRCC Unsubs

## Member Level

- GOLD 1.35%
- BASIC 37.87%
- NON-MEMBER 57.03%
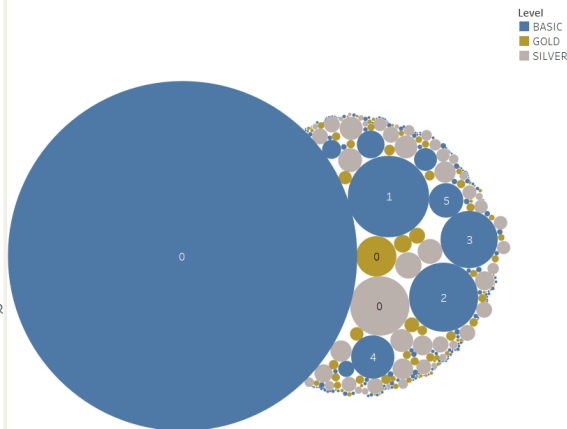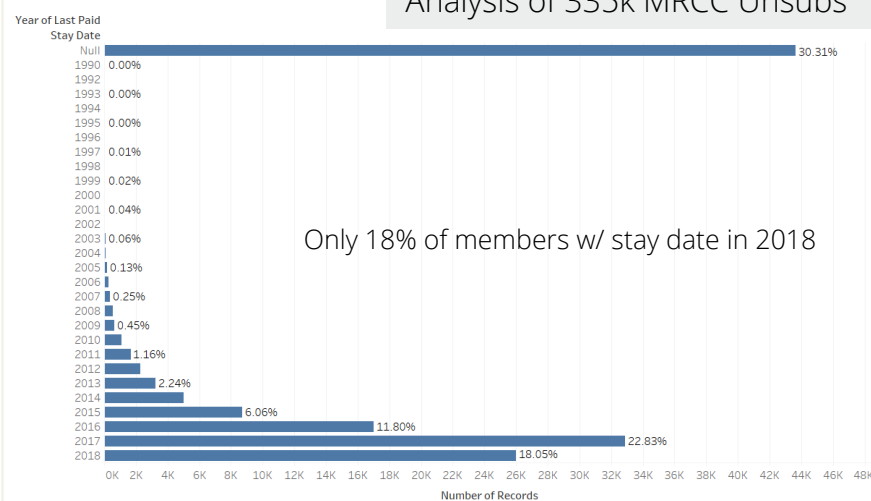- SILVER 3.75%
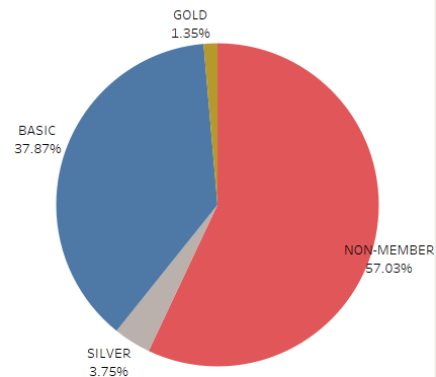
95% Non-members or Basics

## # of Nights YTD

Level
- BASIC
- GOLD
- SILVER

83% members w/ <2 nights YTD

## Last Paid Stay Date

Year of Last Paid Stay Date

| Year | % |
|------|-----|
| Null | 30.31% |
| 1990 | 0.00% |
| 1992 | |
| 1993 | 0.00% |
| 1994 | |
| 1995 | 0.00% |
| 1996 | |
| 1997 | 0.01% |
| 1998 | |
| 1999 | 0.02% |
| 2000 | |
| 2001 | 0.04% |
| 2002 | |
| 2003 | 0.06% |
| 2004 | |
| 2005 | 0.13% |
| 2006 | |
| 2007 | 0.25% |
| 2008 | |
| 2009 | 0.45% |
| 2010 | |
| 2011 | 1.16% |
| 2012 | |
| 2013 | 2.24% |
| 2014 | |
| 2015 | 6.06% |
| 2016 | 11.80% |
| 2017 | 22.83% |
| 2018 | 18.05% |

Number of Records

Only 18% of members w/ stay date in 2018

## Enrollment Date

Year of E..

| Year | % |
|------|-----|
| 1983 | 0% |
| 1984 | |
| 1985 | |
| 1986 | 0% |
| 1987 | |
| 1988 | 0% |
| 1989 | |
| 1990 | 0% |
| 1991 | |
| 1992 | 0% |
| 1993 | |
| 1994 | 0% |
| 1995 | |
| 1996 | 0% |
| 1997 | |
| 1998 | 0% |
| 1999 | |
| 2000 | 1% |
| 2001 | |
| 2002 | 1% |
| 2003 | |
| 2004 | 1% |
| 2005 | |
| 2006 | 1% |
| 2007 | |
| 2008 | 2% |
| 2009 | |
| 2010 | 2% |
| 2011 | 3% |
| 2012 | |
| 2013 | 4% |
| 2014 | 7% |
| 2015 | 10% |
| 2016 | 18% |
| 2017 | 31% |
| 2018 | 7% |

Number of Records
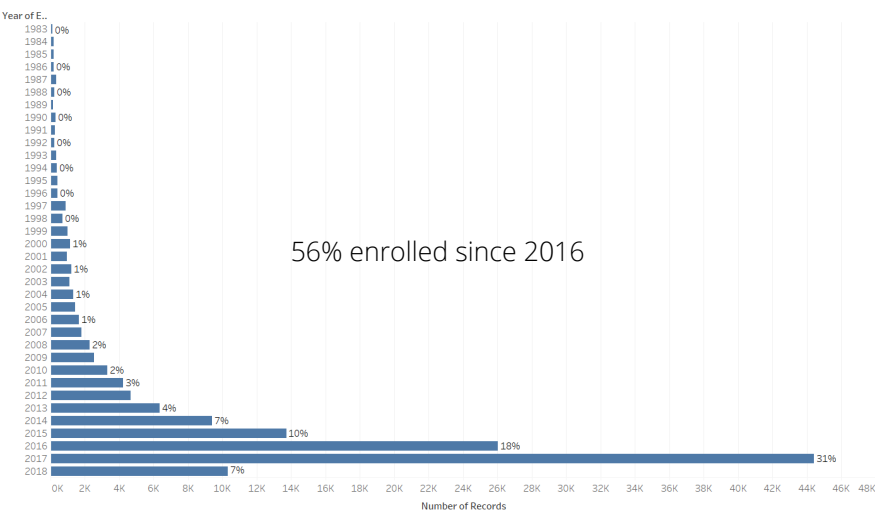
56% enrolled since 2016

## Current Point Balance

0
47.06%
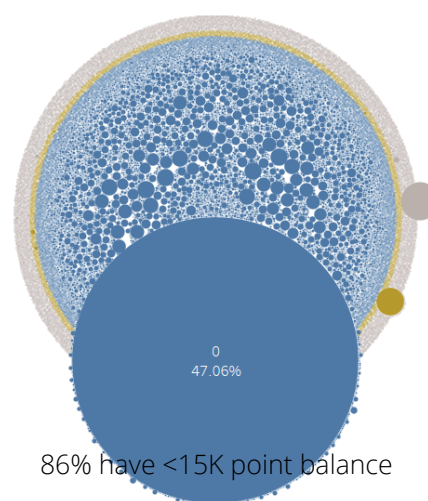
86% have <15K point balance

## Cardholders

N
98.65%
330.650

Y
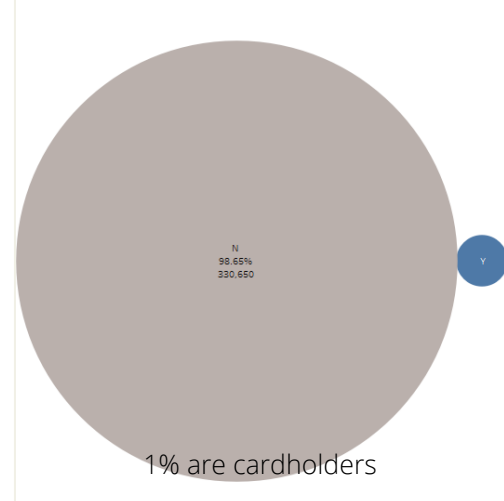
1% are cardholders

# 98% OF OPT-OUTS = LOWER VALUE

- 57% of opt outs are non-members
- 38% were from Basic members
- <1.5% were from Gold members
- 83% of member opt-outs have <2 current nights
- 86% of member opt outs have <15k point balance
- 30% of members had no stay data; only 18% had a last stay in 2018
- Majority (56%) enrolled since 2016

# 2% OF OPT-OUTS APPEAR TO BE HIGH VALUE

- 6.7K of member opt-outs had ≥10 nights & ≥15k point balance

- 82% of this group were Silver or Gold members

- 62% of group had greater than 20 nights YTD

- 52% of this group enrolled > 5 years

- 47% of this group are cardholders

  o Opt out data set included members who opted out from Cardholder Newsletter and Refer a Friend mailings