



Q4 2017 EMAIL PROGRAM REVIEW

March 1, 2018

yes

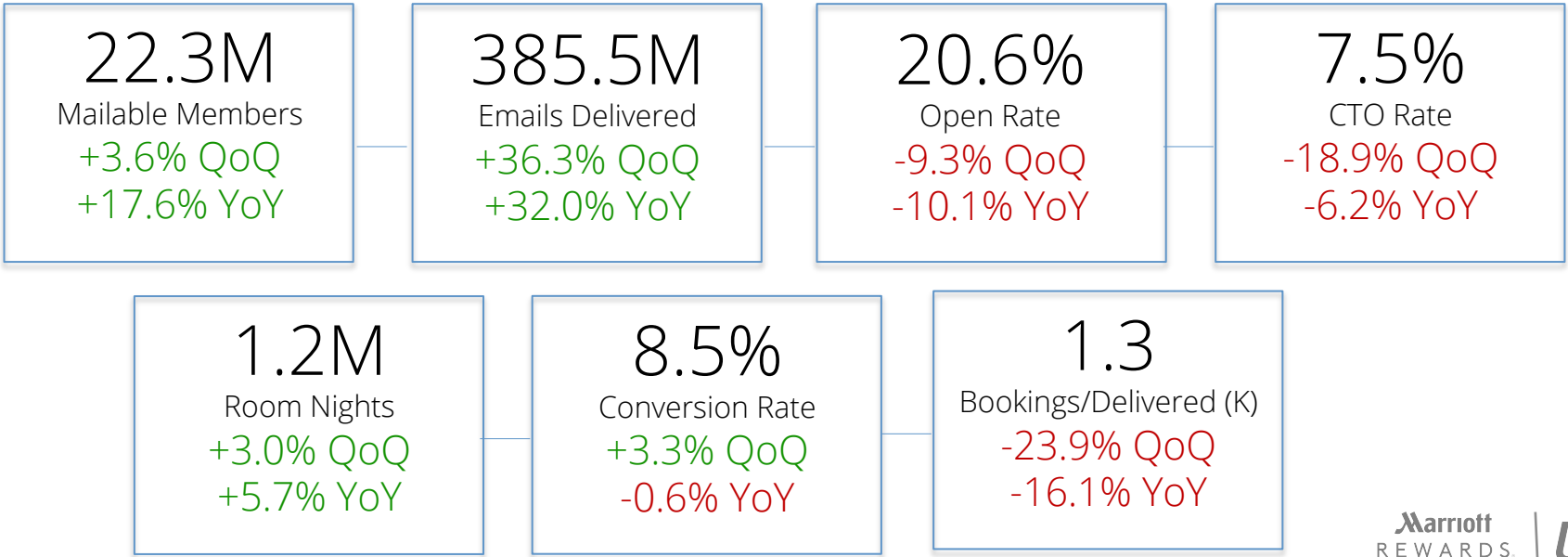
Q4 REVIEW MEETING AGENDA

- 📍 Email Engagement Performance
- 📍 Key Initiatives & Campaign Highlights
- 📍 Core Campaigns
- 📍 Actionable insights

Q4 ENGAGEMENT PERFORMANCE

AUDIENCE INCREASE IMPACTS ENGAGEMENT KPIS; ROOM NIGHTS IMPROVE

- More delivered emails is positive for exposure but open & CTO rates were negatively impacted
 - 10M Unique Opens and 1.1M Unique Clicks
- December performance down due to fewer Solos and high delivered volume



*Financials based on EIR data

EMAIL ENGAGEMENT IS NOT KEEPING UP WITH VOLUME

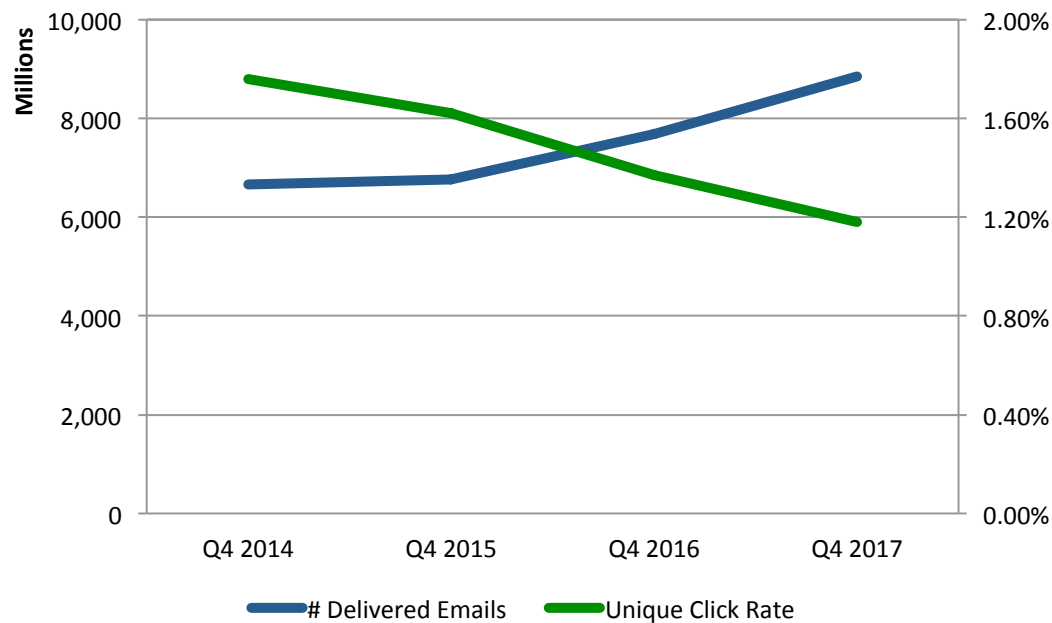
- Inbox volume grew 18% YoY
- Opens per opener have increased by 8.4% YoY while clicks per clicker have only improved by 3.3% YoY



- Have to work harder to maintain attention & engagement
- Supports use of resends & personalization

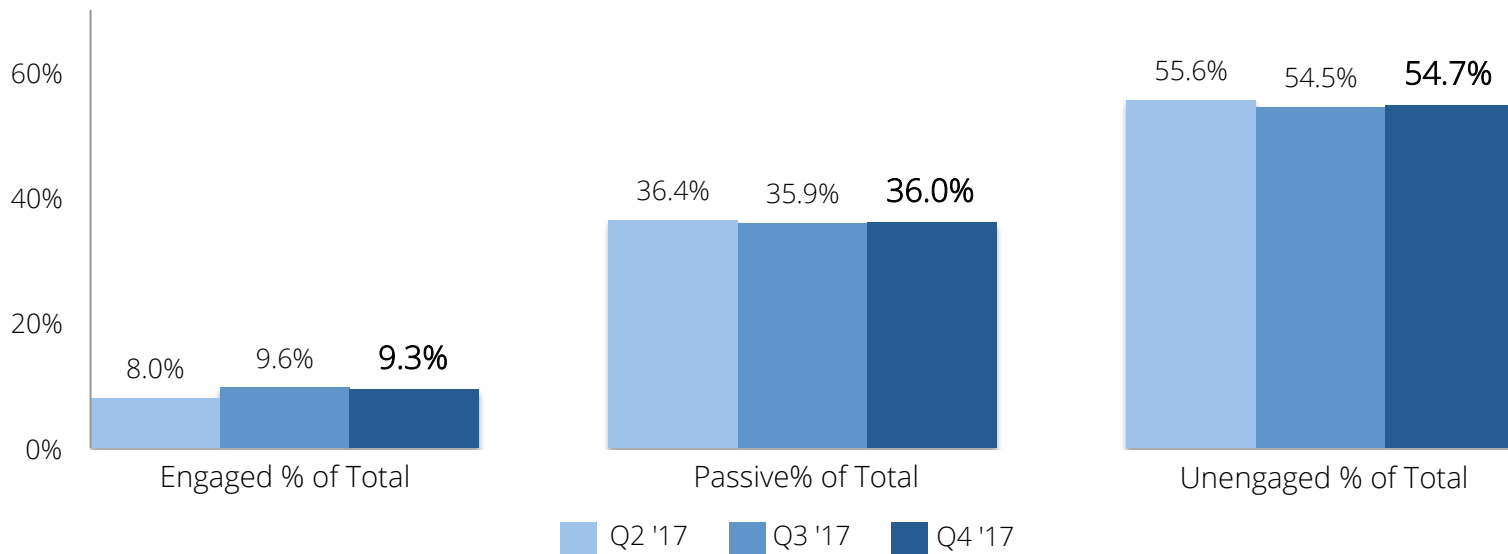
EMAIL MARKETING CLICK RATES CONTINUE TO DECLINE YOY

- Click rate down 14% from 2016, 27% from 2015



MEMBER ENGAGEMENT IN Q4 REMAINS STABLE IN SPITE OF INCREASED EMAILS DELIVERED

% of Email Interaction (MR Mbr)



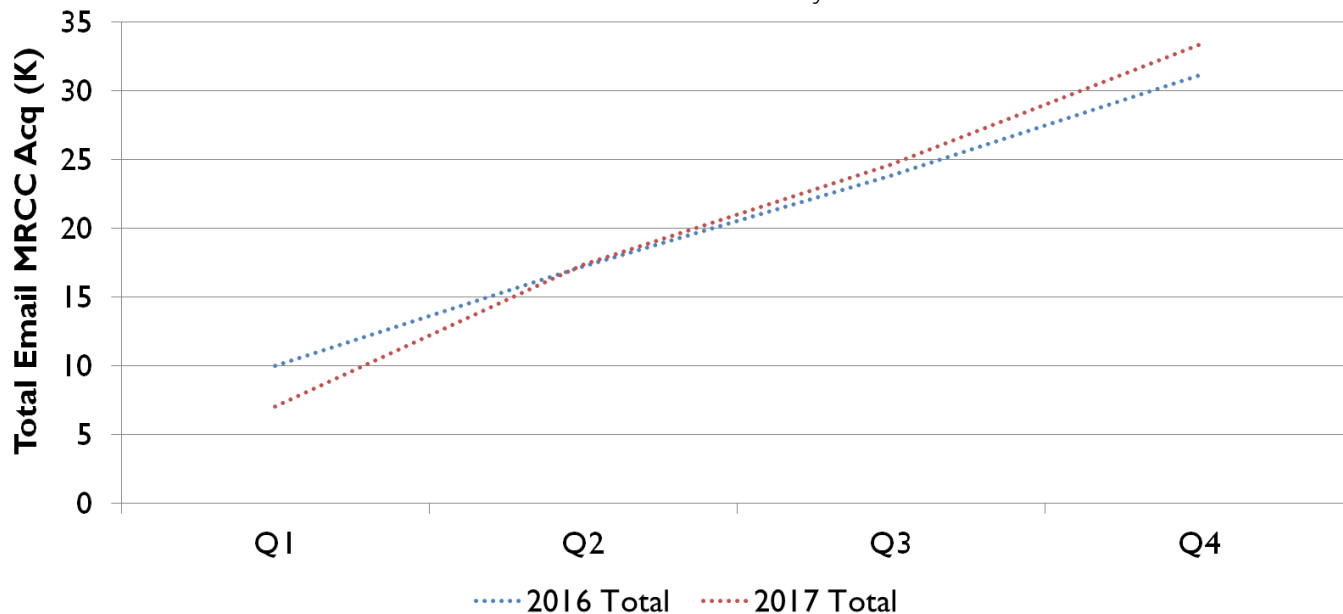
YTD Observations:

- Reached more while promoting key benefits but costly to financial metrics
- Destinations email delivery increase shows positive gains towards inspiring travel; open counts up 11.6% YTD
- Lifecycle deployment increased by 40% YTD
 - Open rates down 6 pts., but performance is still above industry avg.
 - Other KPIs showing positive results following strategy and template 2.0 changes

		Hotel							
		Program	eNews	Specials	Dest.	Solos	Lifecycle	MRCC	METT
Audience	Audience*	22.3 M +3.1%							
	Total Delivered	1.2 B 10.5%	182.9 M 23.7%	123.6 M 0.3%	155.4 M 7.2%	359.0 M 4.5%	81.1 M 40.1%	194.7 M 14.8%	72.3 M 2.4%
	Unsub Rate	0.16% -0.1 pts	0.11% -0.1 pts	0.15% 0.0 pts	0.13% -0.1 pts	0.14% -0.1 pts	0.27% -0.2 pts	0.22% -0.1 pts	0.20% 0.0 pts
	Delivery Rate	99% 0.1 pts	99% -0.6 pts	99% 0.3 pts	99% 0.4 pts	99% 0.2 pts	97% 0.2 pts	99% -0.2 pts	97% 1.7 pts
Engagement	Open Rate	22.2% -1.0 pts	22.6% -0.4 pts	18.1% -0.8 pts	21.6% 0.9 pts	22.6% -2.1 pts	27.7% -6.2 pts	21.7% -0.1 pts	23.0% -0.1 pts
	Opens	259.8 M 6.0%	41.3 M 21.6%	22.4 M -3.7%	33.6 M 11.6%	81.2 M -4.4%	22.4 M 14.4%	42.2 M 14.1%	16.6 M 2.0%
	Click Rate	1.9% -0.2 pts	2.9% -0.7 pts	1.4% -0.3 pts	1.2% 0.0 pts	1.9% -0.5 pts	5.6% -0.4 pts	0.6% -0.1 pts	0.8% 0.0 pts
	Unique Clicks	22.0 M -1.8%	5.3 M -1.4%	1.7 M -17.8%	1.8 M 10.7%	6.9 M -16.2%	4.5 M 31.1%	1.2 M 5.5%	599.2 K 8.9%
	Click to Open Rate	8.5% -0.7 pts	12.9% -3.0 pts	7.6% -1.3 pts	5.3% 0.0 pts	8.5% -1.2 pts	20.1% 2.6 pts	2.9% -0.2 pts	3.6% 0.2 pts
Financial	Bookings	2.0 M -9.6%	500.1 K -10.8%	146.2 K -19.5%	115.1 K -13.7%	710.4 K -15.7%	305.6 K 10.4%	125.2 K 1.8%	62.5 K 11.2%
	RoomNights	4.5 M -13.0%	1.2 M -13.7%	334.3 K -21.5%	265.9 K -15.5%	1.6 M -19.0%	739.5 K 4.2%	267.1 K -2.7%	138.8 K 4.4%
	Revenue	\$686.7 M -13.0%	\$177.3 M -13.6%	\$51.0 M -21.0%	\$41.1 M -13.9%	\$246.3 M -18.8%	\$111.5 M 2.7%	\$38.1 M -3.2%	\$21.5 M 4.3%
	Conversion Rate	8.9% -0.8 pts	9.4% -1.0 pts	8.6% -0.2 pts	6.4% -1.8 pts	10.3% 0.1 pts	6.8% -1.3 pts	10.1% -0.4 pts	10.4% 0.2 pts
	Bookings per Delivered(K)	1.7 -18.2%	2.7 -27.9%	1.2 -19.8%	0.7 -19.4%	2.0 -19.3%	3.8 -21.2%	0.6 -11.3%	0.9 8.6%

SURPASSED MRCC ACQUISITION GOAL OF 33K BY 1% AND UP 7% YOY

YTD CUME MRCC Accounts by Month



Q4 accounted for 26% of total 2017 acquisitions

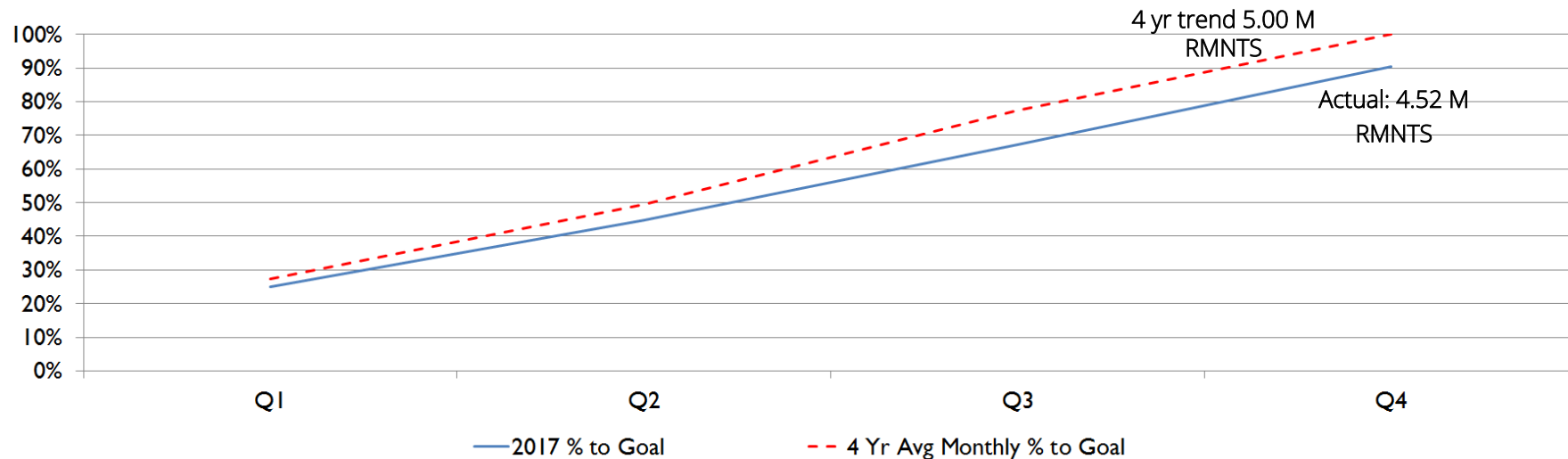
Top 2017 acquisition email types:

- 64% from Solos
- 19% from eNews
 - Mostly from Top Offer targeted promotions (Apr & Nov)

Partnering with credit card team to develop 2018 strategic email marketing plan

PROGRAM WAS 9% BEHIND 5 M ROOM NIGHT GOAL

By year end, the email program generated 4.52 M room nights



*Based on EIR data

KEY INITIATIVES & CAMPAIGN HIGHLIGHTS

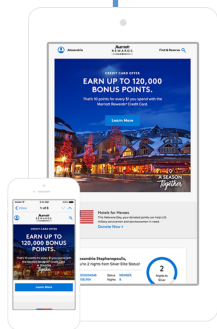
- Holiday Tentpole Performance
- Fall MegaBonus Optimization
- Core Campaigns



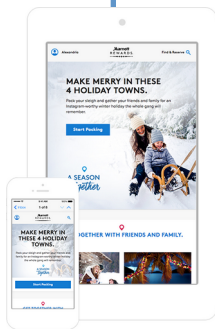
2017 HOLIDAY TENTPOLE OVERVIEW

Increase awareness of program benefits in Q4 through a recognizable holiday themed campaign delivered across multiple touch points

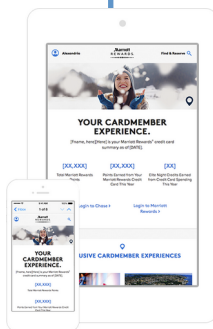
Nov 7 Nov 9 Nov 10 Nov 13 Nov 16 Nov 20 Nov 24 Nov 27 Dec 1 Dec 4



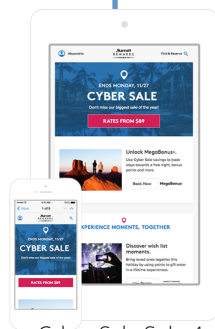
eNews



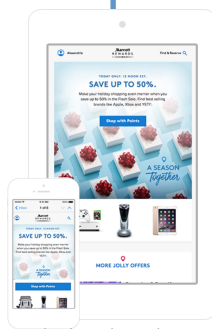
Destinations



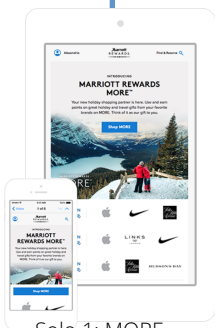
ECM Newsletter



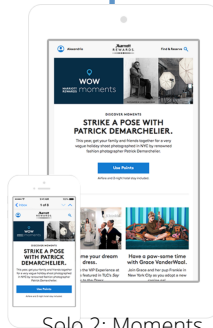
Cyber Sale Solo 4



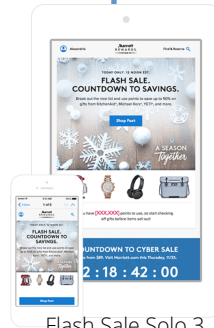
Flash Sale Solo 5



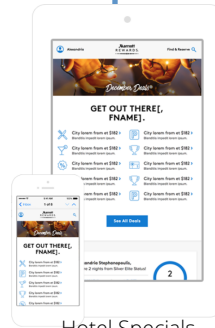
Solo 1: MORE



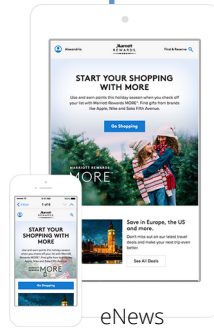
Solo 2: Moments



Flash Sale Solo 3

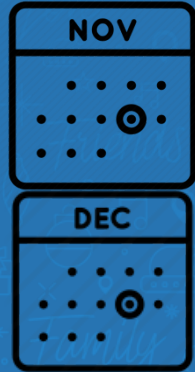


Hotel Specials



eNews

2017 Holiday Tentpole Campaign: EMAIL DASHBOARD



Supported 9 initiatives in...

- 5 BAU
- 5 Solos



+2% Opens

+0.3% Clicks



+16% Email
Volume



-24% Bookings



-35% Booking per
Delivered

Note: Lift estimates based on similar mailings in Nov/Dec '16

YOY OBSERVATIONS

- Increased exposure and traffic for supported initiatives; # of delivered emails up 16% YoY
 - Same amount of support from BAU & Solos; additional exposure in cardholder newsletter

Tentpole Campaigns	Delivered	Opens	Open%	Clicks	Click%
Memembers Get It	97.1 M	21.2 M	21.9%	894.3 K	0.9%
2017 Holiday	112.9 M	21.6 M	19.2%	896.8 K	0.8%
△	16.3%	1.9%	-12.4%	0.3%	-13.8%

- Supported 9 initiatives resulting in YoY CTR increases for most

New • MORE (new benefit launch)

✚ • Maritz (Gift cards and product redemptions)

✚ • MRCC

✚ • Gaylord

✚ • CruisesOnly

✚ • Shop Marriott

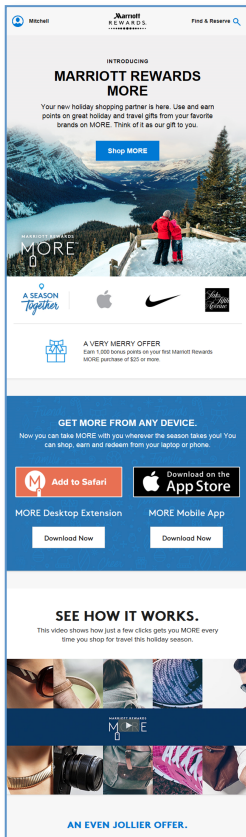
✚ • MR Moments

✚ • Cyber Sale

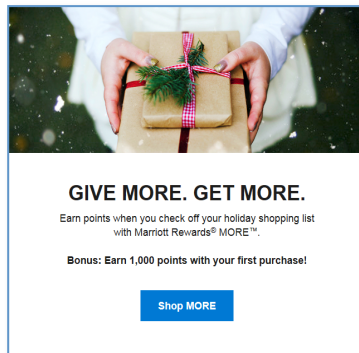
• Hotels for Heros

MORE LAUNCH SUPPORT REACHED 64M

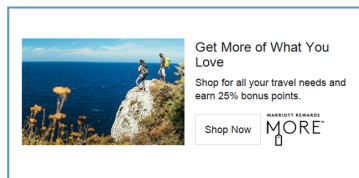
Nov '17 MORE Solo



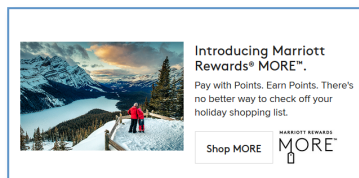
Nov '17 Destinations



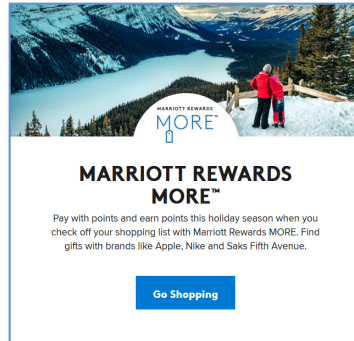
Nov '17 ECM Newsletter



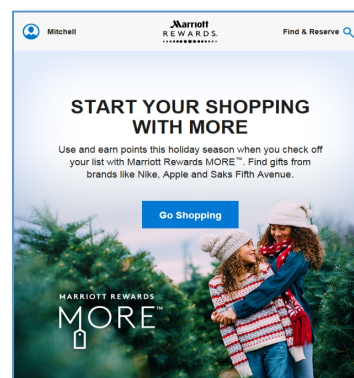
Nov '17 Flash Sale Solo #3



Nov '17 Hotel Specials



Dec '17 eNews



Featured in 6 campaigns

MORE Solo #1 generated highest open rate (21.5%) of all Solos; 5% higher than Nov program avg.

- Used high engaged word 'introducing' in the pre-header

Compared to other shopping related content, MORE did not generate the same level of engagement

- 25% fewer clicks than Maritz shopping content

Same size module in both Destinations and Hotel Specials, but Destinations placement drove 2.5x more clicks (4.2K vs. 1.7K)

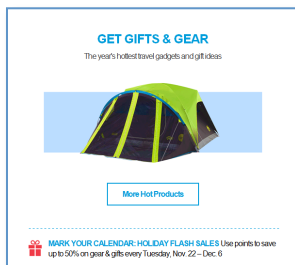
- Recommend including an offer with Hotel Specials module

MARITZ MARKETING SUPPORT DROVE 137% MORE CLICKS YOY

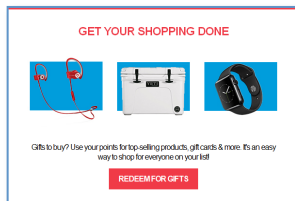
Nov '16 30 Days Solo #4



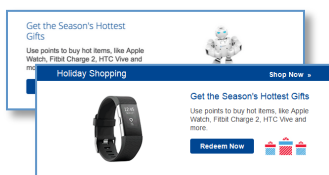
Nov '16 Destinations



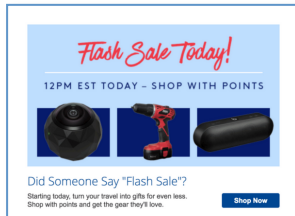
Nov '16 30 Days Solo #2



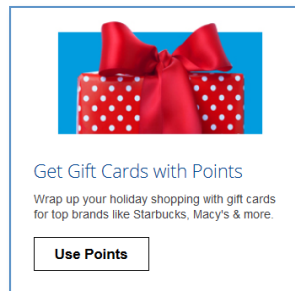
Nov '16 eNews/Benefits



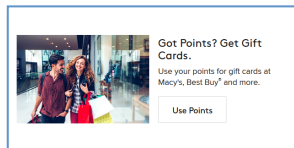
Nov '16 Hotel Specials/Offer



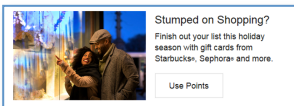
Dec '16 eNews



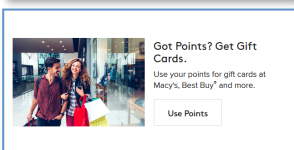
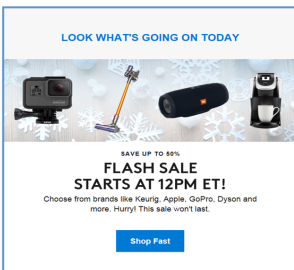
Nov '17 eNews



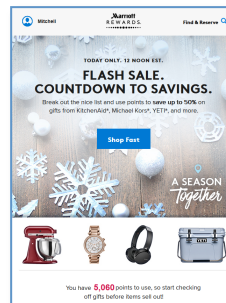
Nov '17 MR Moments Solo #2



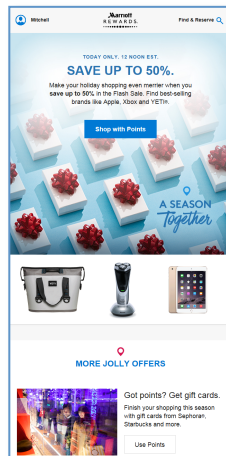
Dec '17 eNews



Nov '17 Flash Sale Solo #3



Dec '17 Flash Sale Solo #5

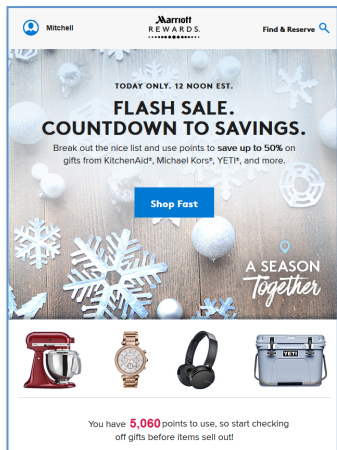


Maritz	Delivered	Opens	Open%	Clicks	Click%
2016	67.3 M	14.2 M	21.0%	95.6 K	0.1%
2017	65.2 M	12.5 M	19.2%	226.1 K	0.3%
△	-3.1%	-11.4%	-8.5%	136.6%	144.3%

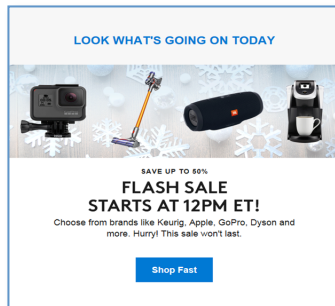
- Featured in 5 campaigns vs. 6 last year
- Fewer delivered messages but more than double the engagement
- Flash Sale Solo's drove 92% of 2017 Maritz clicks

FLASH SALES DROVE THE MOST TRAFFIC

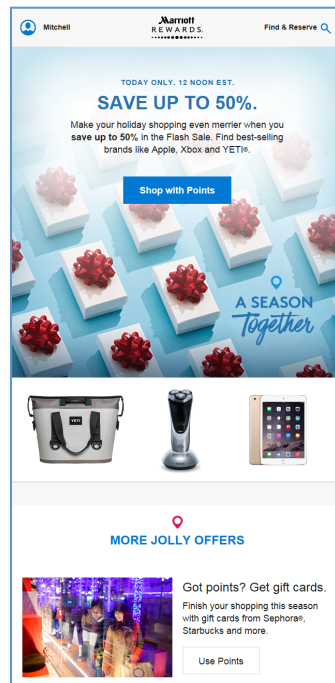
Nov '17 Flash Sale Solo #3 (Top Offer)



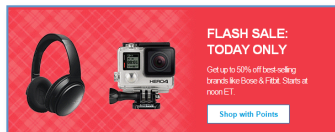
Dec '17 eNews (Module)



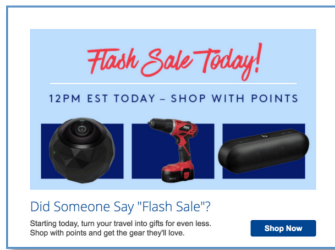
Dec '17 Flash Sale Solo #5 (Top Offer & Top Offer 2)



Nov '16 30 Days Solo #4 (Module)



Nov '16 Hotel Specials/Offer (Module)



Featured in 3 campaigns vs. 2 last year; top module placement in 2 dedicated Solo's

Solo #3 & 5 performance

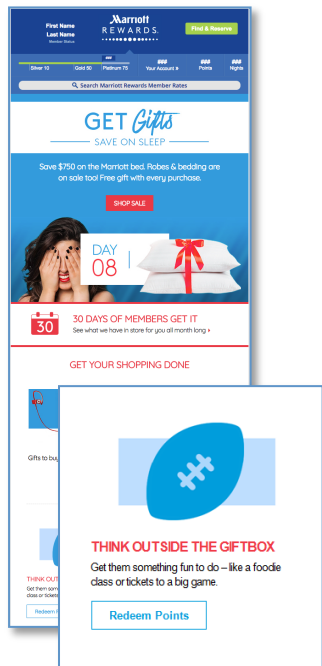
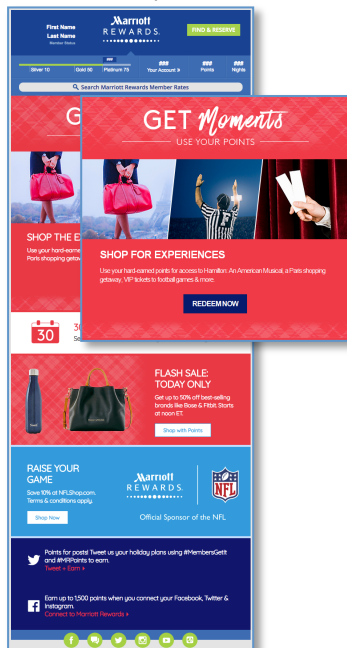
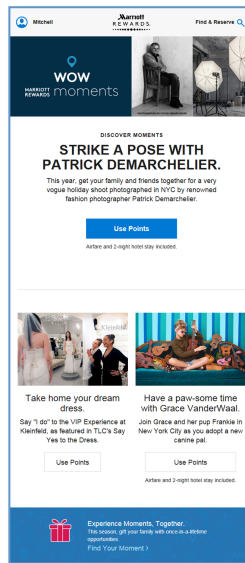
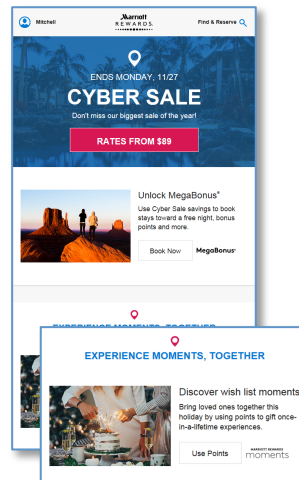
- Open rates were consistent at 18.3%
- Solo #3 CTR was 2 pts. Higher (7%) than #5
 - Flash Sale in headline vs. 50% savings
 - Point balance shown to select members

eNews placement drove 98% more clicks than previous year placement in Hotel Specials

Opportunities

- Alternate feature message for those without points
 - Earning Sale (e.g. MORE or Marriott Moments)
- Identify sale limited availability
- Offer more products for sale
- Feature product point cost based on point balance

MOMENTS TRAFFIC INCREASED 25% YOY

Nov '16 30 Days
Solo #2 (Module)Nov '16 30 Days
Solo #4 (Top Offer)Nov '17 Moments
Solo #2 (Top Offer)Nov '17 Cyber Monday
Solo #4 (Module)

Moments	Delivered	Opens	Open%	Clicks	Click%
2016	19.3 M	3.9 M	20.1%	32.3 K	0.2%
2017	22.2 M	4.3 M	19.5%	40.3 K	0.2%
Δ	14.7%	11.0%	-3.2%	24.9%	8.9%

22.2M emails delivered resulting in 9% higher click rate

2017 Solo #2 with a larger Top Offer placement generated only 3% fewer clicks than 2016 Solo #4

- Featuring specific Moments did not significantly reduce engagement
- Late changes to Moments

Efforts vs. goal KPIs:

- 137k site visits (+10%)
- 160 redemptions (+60%)

Opportunities

- Targeted offers may increase click rates – need access to Moments data
- Test geo-targeted Moments

2017 RECAP

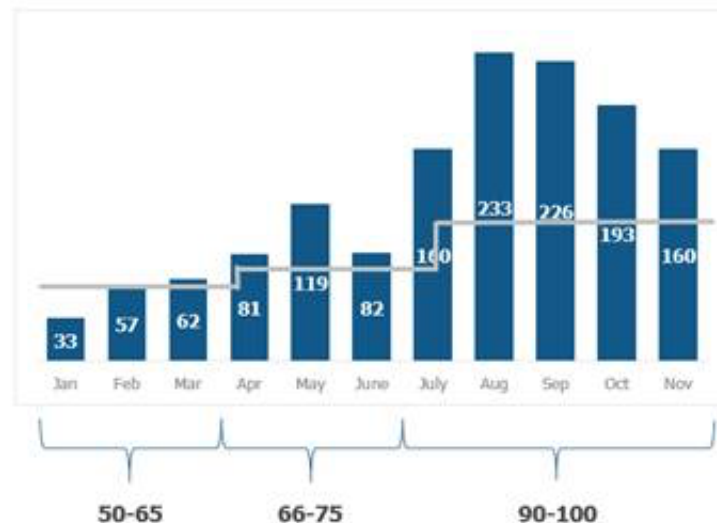
Year to date, Moments has seen **1,222,318 site visits** and **1,406 redemptions**. The increase in traffic from June onward is largely due to the dedicated solo email campaigns and paid search. November marketing included a METT and solo campaign, but still underperformed in site visits and redemptions when compared to previous months.

SITE VISITS



SITE VISITS YTD **1.22M** (108% TO GOAL)

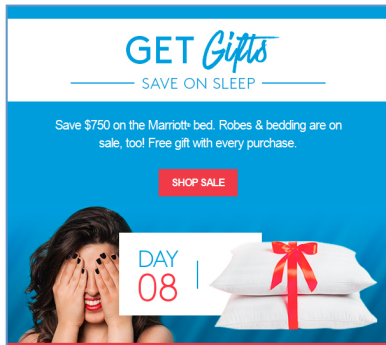
REDEMPTIONS



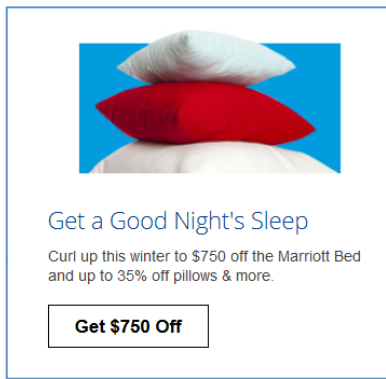
REDEMPTIONS YTD **1,406** (147% TO GOAL)

ADDITIONAL SOLO INCLUSION IMPROVED AWARENESS 61% YOY

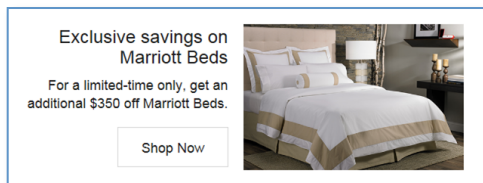
Nov '16 30 Days Solo #2 (Top Offer)



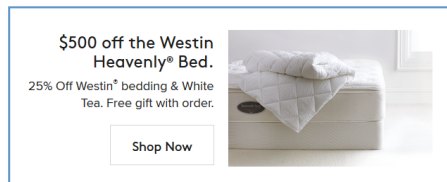
Dec '16 eNews (Module)



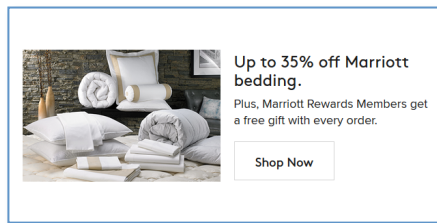
Nov '17 Moments Solo #2 (Module)



Nov '17 Flash Sale Solo #3 (Module)



Dec '17 eNews (Module)



Featured in 3 vs. 2 campaigns

- Delivered to 38M (+61% YoY)
- All efforts resulted in 17K clicks (down 66% YoY)
 - No Solo Top Offer placement like in '16

51% of all module placement clicks were from Solo #3

- Headline promoted \$\$ savings vs. % off or exclusivity – also referenced well-known Heavenly Bed
- 2x more clicks on '16 eNews module than '17 – also highlighted \$\$ off
- Consistent with industry findings for \$\$ off vs. % off offers noted in subject lines

Opportunities

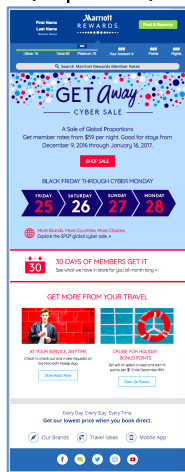
- Consider using \$\$ off discounts in future campaigns to drive engagement – test opp.

CYBER CONTENT GENERATED \$6.1M, UP 31% YOY

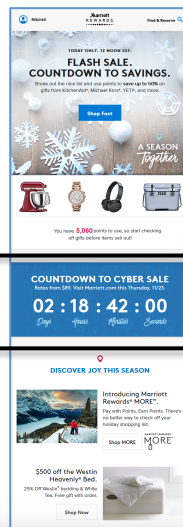
Nov '16 Destinations (Module)



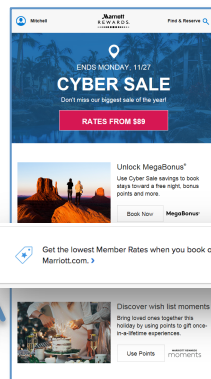
Nov '16 30 Days Solo #3 (Top Offer)



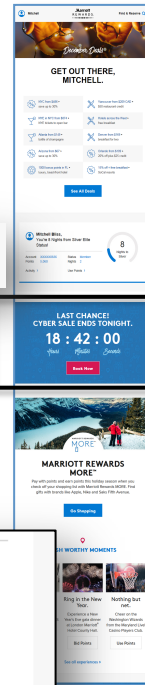
Nov '17 Flash Sale Solo #3 (Module)



Nov '17 Cyber Sale Solo #4 (Top Offer)



Nov '17 Hotel Specials (Module)



Keep going, Erica! You're just 3 nights from Silver Elite status. Get perks. >

Nearly 50% more delivered emails resulting in 8% higher click rate

Increased exposure and traffic with additional timer placement in Flash Sale Solo #3

- Generated \$154K in incremental email revenue

Cyber Sale Solo #4 '17

- Increased engagement in content without member module; 74% of clicks to Top Offer which is 53% more than '16
- Highest conversion rate of all Solos - 11.8%
- MegaBonus was 2nd most engaging message with 19% conv. rate; 9.5 pts. higher than Cyber module

Solo Opportunities

- Targeted resends
- Feature Cyber Sale destinations
- Add near level reminder (body copy or tertiary module)

THEMED EMAILS DRIVE HIGH CONVERSION BUT LOW EMAIL ENGAGEMENT

2017 Average	Open Rate	Unique Click Rate	Click-to-Open Rate	Conversion Rate (click)
Non-themed emails	14.9%	1.3%	8.8%	3.8%
Themed emails	10.9%	0.8%	7.6%	5.1%

Theme/Event	Open Rate	Unique Click Rate	Click-to-Open Rate	Conversion Rate (click)
Black Friday	14.0%	1.3%	9.2%	6.4%
Christmas	14.8%	1.2%	8.2%	3.8%
Columbus Day	13.0%	0.9%	6.7%	7.6%
Cyber Monday	12.0%	1.1%	9.5%	8.9%
Cyber Week	12.7%	1.2%	9.1%	3.6%
Green Monday	13.2%	0.8%	6.2%	6.5%
Halloween	6.9%	0.4%	5.4%	5.4%
Thanksgiving	9.1%	0.8%	8.3%	3.9%
Non-themed emails	14.2%	1.2%	8.7%	4.8%

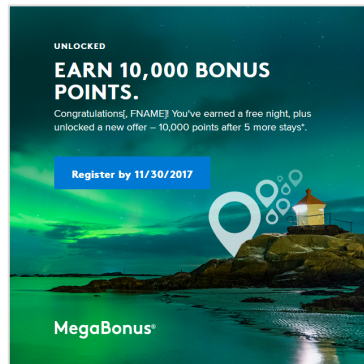
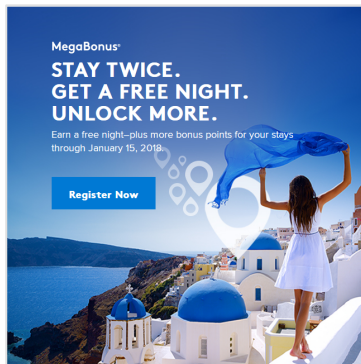
KEY TAKEAWAYS

- Improve segmentation targeting with customer level program data for featured benefits (i.e. MR Moments redemptions)
- Look for ways to boost response with personalized content
 - Near level reminder
 - Highlight book direct benefit for OTA bookers
 - Earning bonus reminders for cardholders
- Consider sending Flash Sale focused on purchase incentives for low or no point balance members (leverage: MORE, Marriott Moments)
- Resend Cyber Sale on last day to targeted audience to drive sense of urgency and bookings

RECOMMENDATIONS

- Align on marketing goals for overall tentpole campaign and then establish channel support and goals per initiative
- Set marketing expectations in advance of campaign kick-offs to improve execution and speed to market
- Improve thematic carry-through by defining specific talking points for each initiative that support both channel & business partner goals
 - Determine need for a launch email to set member expectations
 - Define common thread across initiatives including subject line consistency to stand out in inbox

\$61.7M GENERATED FROM FALL MEGABONUS EMAIL SUPPORT



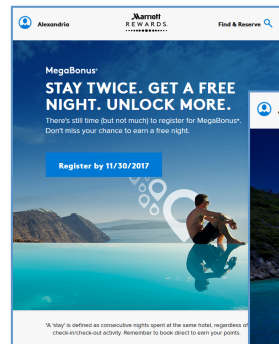
- 13 Campaigns featured
- 118.8 M Reach
- 1.4 M Clicks
- 1.2 M Registration Confirmations Sent
- \$61.7 M Revenue (EIR)
- 183.4 K Bookings
- 13% Conversion Rate

- Launched in September eNews – generated financial KPIs 80% above 12 month avg.
- Email optimization using Wylei predictive modeling through dynamic content assembly – engagement lifts of 14%

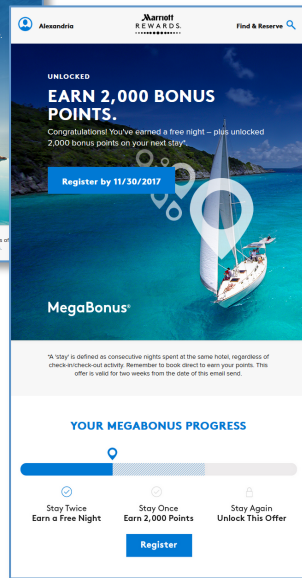
APPROACH TO DYNAMIC CONTENT ASSEMBLY

- Focus on highly engaged and relevant campaigns; ensures ability to capture enough data
 - Registration Reminder Solo
 - Unlock Registration Series (automated)
- Increase engagement by optimizing 3 different images, headlines, and CTAs in real-time
 - Headline: Offer driven vs. shorter length vs. full offer + unlock
 - CTA: simple vs. sense of urgency vs. offer
 - Image: aspirational from style guide

Reminder



Unlocks



GET A FREE NIGHT AFTER
TWO STAYS. UNLOCK MORE.

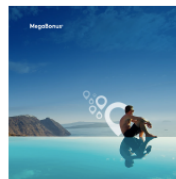
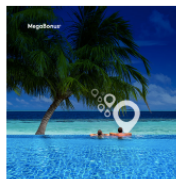
STAY 2X.
GET A FREE NIGHT.

STAY TWICE. GET A FREE
NIGHT. UNLOCK MORE.

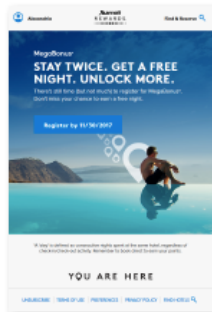
Register

Register by 11/30/2017

Register for a Free Night



MEGABONUS FALL REGISTRATION REMINDER SOLO - 14% Lift



VARIANTS

HEADLINES

GET A FREE NIGHT AFTER
TWO STAYS. UNLOCK MORE.

STAY 2X.
GET A FREE NIGHT.

STAY TWICE. GET A FREE
NIGHT. UNLOCK MORE.

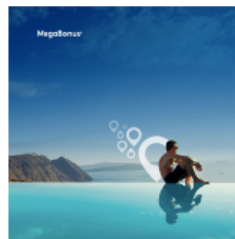
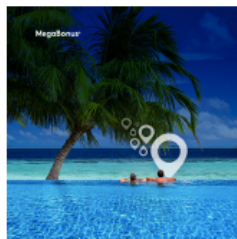
CTAs

Register

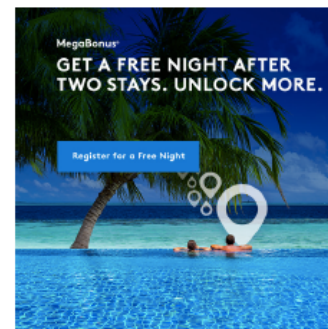
Register by 11/30/2017

Register for a Free Night

BACKGROUND IMAGES



TOP PERFORMING OVERALL COMBINATION



OPTIMIZED vs CONTROL LIFT


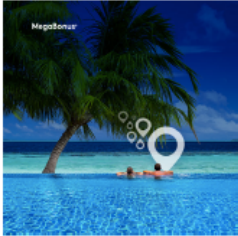



Segment	Opens	Clicks	CTOR	LIFT	STATISTICAL SIGNIFICANCE
Control	95,459	10,021	10.50%		
Optimized	970,535	116,078	11.96%	13.9%	99%



MEGABONUS FALL REGISTRATION REMINDER SOLO - 14% Lift

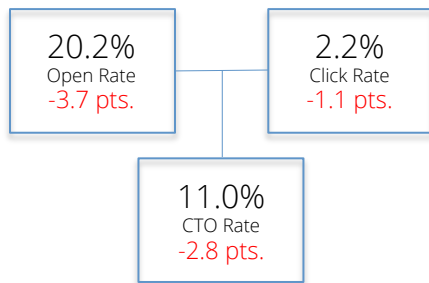
VARIANTS BY SEGMENT - LEVEL

	BASIC	SILVER	GOLD	PLATINUM
HEADLINE	GET A FREE NIGHT AFTER TWO STAYS. UNLOCK MORE.	STAY 2X. GET A FREE NIGHT.	STAY TWICE. GET A FREE NIGHT. UNLOCK MORE.	STAY 2X. GET A FREE NIGHT.
CTA	Register for a Free Night		Register for a Free Night	Register for a Free Night
BACKGROUND IMAGE				

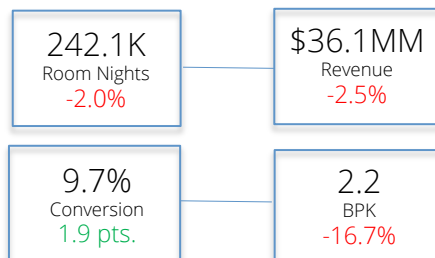
CORE CAMPAIGNS

ENEWS

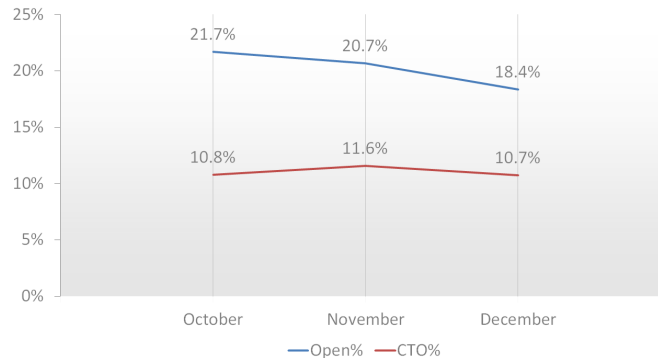
Engagement



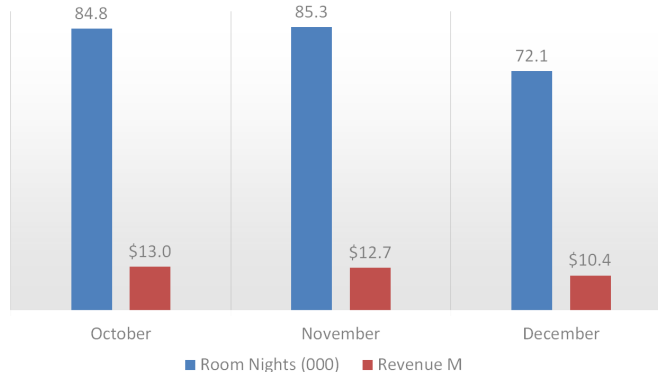
Financial



eNews Message Engagement Q4 2017



eNews EIR Room Nights & Revenue Q4 2017



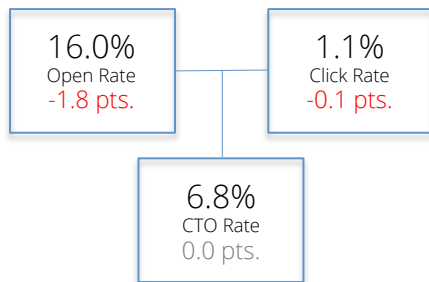
- Q4 delivered # up 36% YoY but open rates dipped
 - Dec delivered # up 33% YoY but # opens were flat resulting in a drop in open rates
 - Clicks up in Dec resulting in 26% higher YoY CTOR
- Nov Top Offer drove 67% of clicks; 3rd highest for the year
 - MRCC offer: +58K clicks lead to 1,537 new accts
- Dec MORE content generated the lowest clicks for Top Offer since Apr '16 (YIR & Member Module pulled clicks & bookings)

Opportunities:

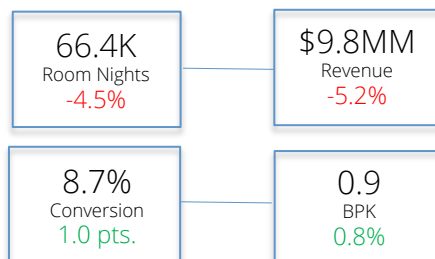
- Optimize subject lines

HOTEL SPECIALS

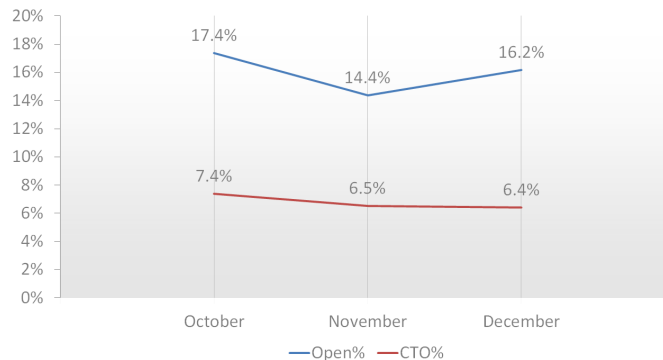
Engagement



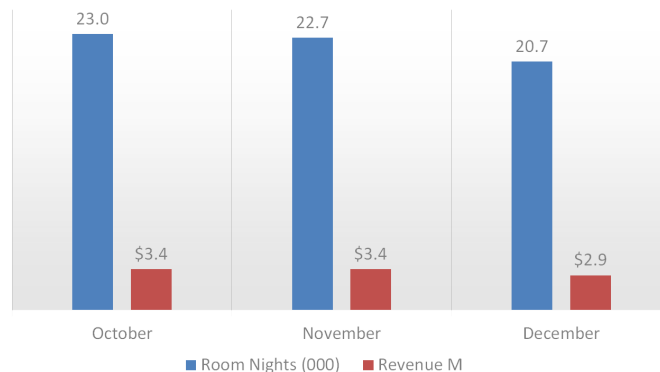
Financial



Hotel Specials Message Engagement Q4 2017



Hotel Specials EIR Room Nights & Revenue Q4 2017



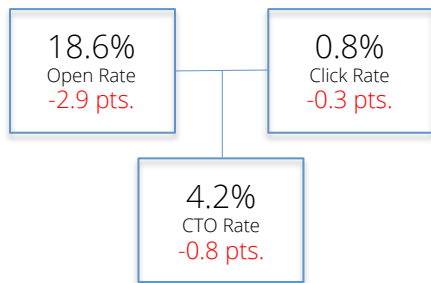
- Change in deployment dates impacted engagement
- Current subject line continues to win; 3% lift over test in Nov A/B
- Propensity offers garner +62% of clicks and up to 61% of bookings
- Cyber Sale vs. MegaBonus
 - Nov Cyber drove 57% more clicks and 150% more bookings
 - In general, Nov Cyber drove more clicks and bookings than any '17 MB message

Opportunities:

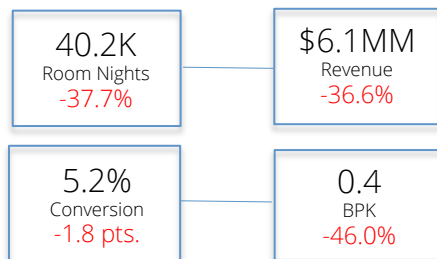
- Identify ways to improve offers (quantity & type)
- Leverage sense of urgency to drive engagement

DESTINATIONS

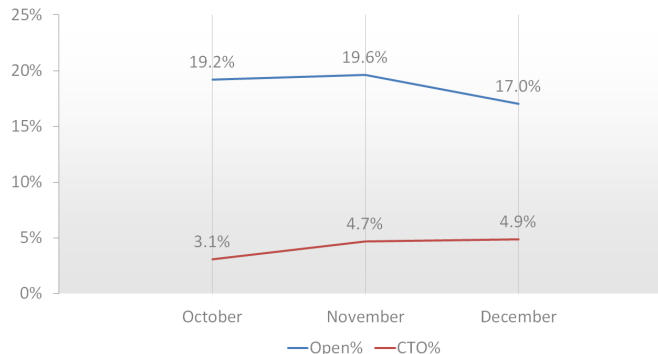
Engagement



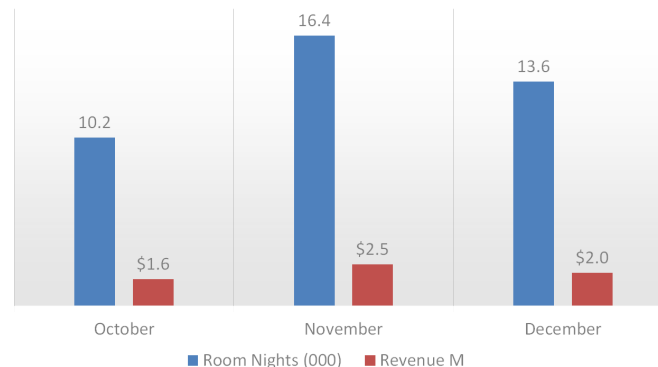
Financial



Destinations Message Engagement Q4 2017



Destinations EIR Room Nights & Revenue Q4 2017



- Oct foodie email saw a 2% lift in # delivered MoM; open rate was next to lowest and CTOR was the lowest in '17
 - o Negative impact of delivered lift
 - o Feature foods in top destinations vs. the unexpected
- Nov fascination style subject line lifted open rates by 2% MoM; consider more applications of this style
 - o SL: Discover 4 Iconic Holiday Destinations
 - o PH: Plus, weatherproof your winter travel.
- Dec travel bucket list drove 5% higher CTOR MoM
 - o 12 months, 12 cities
 - o New - property suggestion for each featured destination

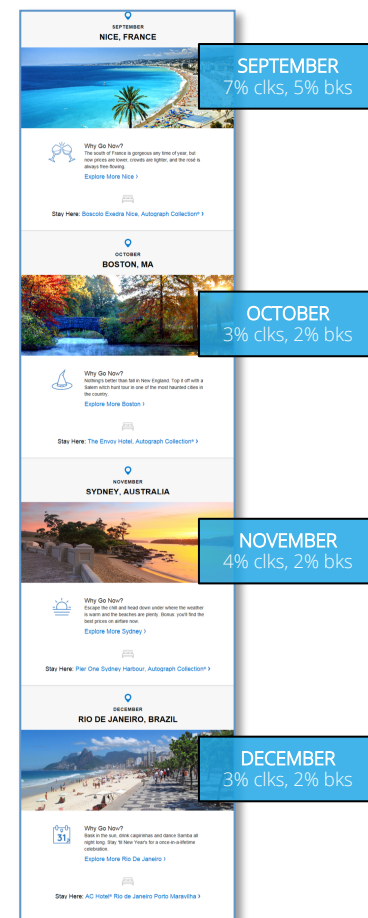
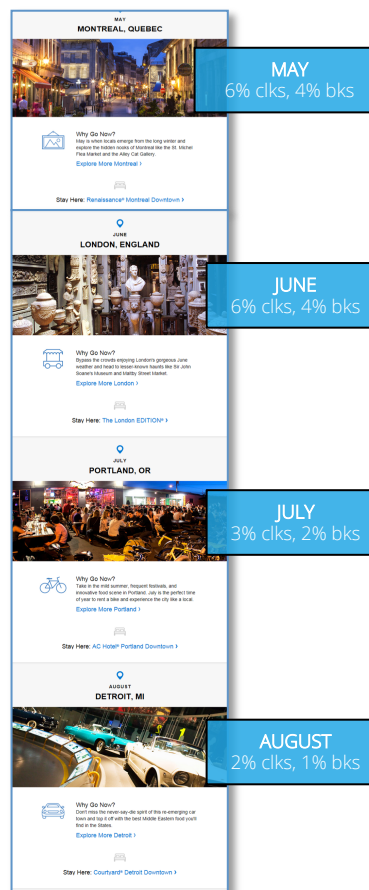
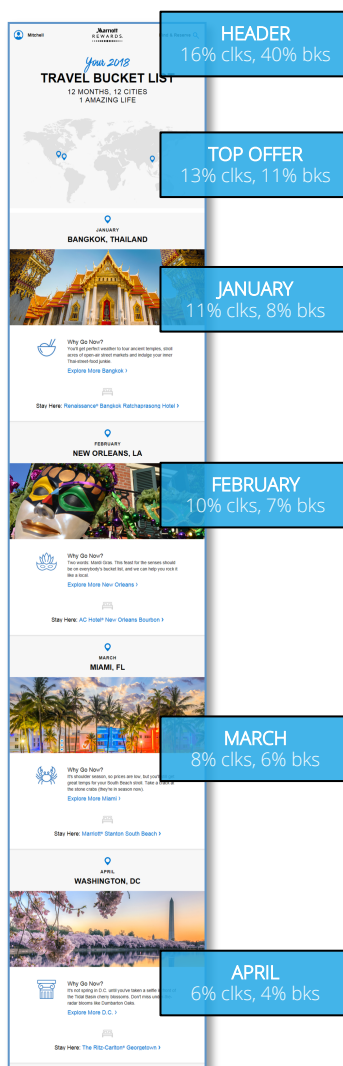
Opportunities:

- Optimize subject lines

DEC '17 DESTINATIONS

- Destination recommendation for each month in '18 + prop suggestion (new)
- CTOR up 13% vs. similar email in Jan '17
- 1 in 4 destination module clicks went to property suggestion
- Distribution of clicks throughout months suggest that the entire email content was viewed; top months are...

Month	Clicks	Destination
January	14.8K	Bangkok
February	13.3K	New Orleans
March	10.9K	Miami
September	9.3K	Nice
April	8.6K	Washington, DC
June	8.4K	London
May	8.0K	Montreal
November	4.8K	Sydney
December	4.8K	Rio De Janeiro
July	4.3K	Portland
October	4.2K	Boston
August	3.0K	Detroit



ACTIONABLE INSIGHTS

RECOMMENDATIONS

- Incorporate non-booking initiatives (e.g. redemptions) into 2018 goals and establish a process for tracking success
- Develop collaborative email marketing plans with internal business partners (e.g. MORE, MRCC, MR Moments)
- Increase member personalization to drive relevancy
 - Scope LOE to stand up customer profiler table (after program changes)
- Partner with Epsilon on new subject line optimization strategy
- Build Wylei email optimization roadmap for 2018



THANK YOU!



MRCC RESULTS AGAINST FORECAST (EMAIL)

Email details	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Standalone email accounts	1,738	1,377	2,429	2,278	1,616	1,669	1,779	1,978	1,287	1,580	1,845	1,646
eNews accounts	20	188	168	2,935	719	69	5	130	126	92	1,537	260
Hotel Specials accounts	3	3	27	61	22	4	19	46	45	26	29	121
Points expiration accounts	77	85	105	43	112	96	134	116	119	140	18	5
Confirmation email accounts	46	36	34	28	110	147	167	148	113	108	19	31
Other ridealong	3	1	4	3	8	14	3	7	4	1	6	8
Refer-a-Friend	319	257	128	27	159	207	289	412	331	381	419	431
Total	2,206	1,947	2,895	5,375	2,746	2,206	2,396	2,837	2,025	2,328	3,873	2,502

YTD Summary	
% year elapsed	100.0%
YTD accounts	33,336
2017 email accounts budget	33,000
% to budget	101.0%
Prior year YTD	31,134
% Y/Y	7.1%

OFFERS IN SUBJECT LINE: LOWER OPEN RATE BUT 4X CONVERSION

- Loyalty offers are the best converters
- % off generates high open rate but lower conversion

Email Type	Open Rate	Unique Click Rate	Click-to-Open Rate	Conversion Rate (click)
All Offers	12.2%	0.8%	9.4%	8.4%
Standard (no offer)	16.5%	1.7%	15.0%	2.0%

Offer Type	% of Emails with Offers*	Open Rate	Unique Click Rate	Click-to-Open Rate	Conversion Rate (click)
\$ Off	27%	11.7%	0.6%	8.0%	10.2%
% Off	54%	12.4%	0.9%	10.2%	7.5%
BOGO	4%	12.8%	0.8%	9.1%	8.9%
Free Shipping	9%	10.7%	0.6%	8.4%	7.7%
Loyalty Incentives	5%	19.3%	1.8%	12.3%	10.8%

*The sum of these numbers does not add up to 100% due to fractions

CYBER WEEK UNDERPERFORMED IN Q4

- Black Friday and Cyber Monday themes drove strong conversion rates but attempting to extend those events did not pay off
- Unexpected outcomes in Q4 belonged to Green Monday and Columbus Day which outperformed Black Friday

Theme/Event	Open Rate	Unique Click Rate	Click-to-Open Rate	Conversion Rate (click)
Black Friday	14.0%	1.3%	9.2%	6.4%
Christmas	14.8%	1.2%	8.2%	3.8%
Columbus Day	13.0%	0.9%	6.7%	7.6%
Cyber Monday	12.0%	1.1%	9.5%	8.9%
Cyber Week	12.7%	1.2%	9.1%	3.6%
Green Monday	13.2%	0.8%	6.2%	6.5%
Halloween	6.9%	0.4%	5.4%	5.4%
Thanksgiving	9.1%	0.8%	8.3%	3.9%
Non-themed emails	14.2%	1.2%	8.7%	4.8%

YOY HOLIDAY TENTPOLE PERFORMANCE RESULTS

Product Redemption	Delivered	Opens	Open%	Clicks	Click%	EIR Bookings	EIR Revenue	Bk/ Del (K)
2017 Maritz	65.2 M	12.5 M	19.2%	226.1 K	0.3%	15.1 K	\$4.8 M	0.2
2017 MORE	63.6 M	12.0 M	18.8%	170.6 K	0.3%	11.4 K	\$3.7 M	0.2
△	-2.5%	-4.7%	-2.2%	-24.5%	-22.6%	-24.9%	-23.6%	-22.9%

Product Redemption	Delivered	Opens	Open%	Clicks	Click%	EIR Bookings	EIR Revenue	Bk/ Del (K)
2016 Maritz	67.3 M	14.2 M	21.0%	95.6 K	0.1%	6.5 K	\$2.3 M	0.1
2017 MORE	63.6 M	12.0 M	18.8%	170.6 K	0.3%	11.4 K	\$3.7 M	0.2
△	-5.6%	-15.5%	-10.5%	78.5%	89.0%	76.0%	60.7%	86.4%

Maritz Flash Sale	Delivered	Opens	Open%	Clicks	Click%	EIR Bookings	EIR Revenue	Bk/ Del (K)
2016	19.8 M	3.7 M	18.7%	54.1 K	0.3%	4.3 K	\$1.5 M	0.2
2017	38.1 M	7.0 M	18.3%	208.5 K	0.5%	14.4 K	\$4.5 M	0.4
△	92.5%	88.3%	-2.2%	285.3%	100.1%	235.0%	207.3%	74.0%

Cruises Only	Delivered	Opens	Open%	Clicks	Click%	EIR Bookings	EIR Revenue	Bk/ Del (K)
2016	9.7 M	2.0 M	20.5%	3.1 K	0.0%	173	\$44.8 K	0.0
2017	21.4 M	4.1 M	19.3%	5.8 K	0.0%	367	\$118.1 K	0.0
△	119.3%	106.8%	-5.7%	86.1%	-15.1%	112.1%	163.6%	-3.3%

Data notes:

- Delivered, open, open rate = based on campaign performance
- Clicks, click rate, bookings, revenue, BPK = link level data

Shop Marriott	Delivered	Opens	Open%	Clicks	Click%	EIR Bookings	EIR Revenue	Bk/ Del (K)
2016	23.7 M	5.4 M	22.9%	49.3 K	0.2%	2.6 K	\$853.4 K	0.1
2017	38.0 M	7.2 M	18.9%	16.9 K	0.0%	778	\$259.8 K	0.0
△	60.7%	32.7%	-17.4%	-65.6%	-78.6%	-70.1%	-69.6%	-81.4%

Cyber Sale	Delivered	Opens	Open%	Clicks	Click%	EIR Bookings	EIR Revenue	Bk/ Del (K)
2016	21.8 M	4.5 M	20.7%	115.2 K	0.5%	14.6 K	\$4.7 M	0.7
2017	32.4 M	5.6 M	17.2%	185.8 K	0.6%	19.2 K	\$6.1 M	0.6
△	49.1%	23.9%	-16.9%	61.4%	8.2%	31.7%	31.1%	-11.7%

Moments	Delivered	Opens	Open%	Clicks	Click%	EIR Bookings	EIR Revenue	Bk/ Del (K)
2016	19.3 M	3.9 M	20.1%	32.3 K	0.2%	2.5 K	\$860.1 K	0.1
2017	22.2 M	4.3 M	19.5%	40.3 K	0.2%	2.5 K	\$816.9 K	0.1
△	14.7%	11.0%	-3.2%	24.9%	8.9%	1.6%	-5.0%	-11.5%

MRCC	Delivered	Opens	Open%	Clicks	Click%	EIR Bookings	EIR Revenue	Bk/ Del (K)
2016	20.3 M	3.7 M	18.2%	11.2 K	0.1%	1.3 K	\$484.7 K	0.1
2017	65.3 M	12.3 M	18.8%	70.0 K	0.1%	4.0 K	\$1.4 M	0.1
△	222.2%	232.9%	3.3%	524.8%	93.9%	213.2%	180.4%	-2.8%

Gaylord	Delivered	Opens	Open%	Clicks	Click%	EIR Bookings	EIR Revenue	Bk/ Del (K)
2016	35.5 M	7.2 M	20.3%	3.8 K	0.0%	256	\$74.8 K	0.0
2017	11.2 M	1.8 M	16.4%	31.5 K	0.3%	2.9 K	\$757.7 K	0.3
△	-68.4%	-74.5%	-19.4%	739.6%	2555.6%	1041.0%	913.2%	3509.1%

CRUISES ONLY


- Increased offer exposure with inclusion in 2 Solo emails
 - 21M delivered emails (up 119% YoY)
 - 5.8K clicks (up 86% YoY)
- Click rate decreased 15%; indicates \$100 redemption credit offer was not as engaging as PPD offer in '16

Opportunities

- Consider other offer types and targeting by member
 - 8.6K clicks on Sweepstakes in Dec '17 eNews
 - 4.6K clicks on 3x points offer in MRCC quarterly newsletter

Cruises Only	Delivered	Opens	Open%	Clicks	Click%
2016	9.7 M	2.0 M	20.5%	3.1 K	0.0%
2017	21.4 M	4.1 M	19.3%	5.8 K	0.0%
△	119.3%	106.8%	-5.7%	86.1%	-15.1%

Nov '17 Moments Solo #2




Set sail this winter.
Earn up to \$100 to spend onboard when you redeem points with Cruises for Marriott Rewards®.

Book Now

Dec '17 Flash Sale Solo #5


Set sail this winter.
Earn up to \$100 to spend onboard when you redeem points with Cruises for Marriott Rewards®.

Book Now



VS.

Nov '16 30 Days Solo # 3



CRUISE FOR HOLIDAY BONUS POINTS
Set sail on select cruises and earn 6 points per \$1. Ends December 8th!

Earn 2x Points

Marriott
REWARDS.

yes

MRCC ACQUISITION

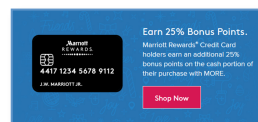
- Increased offer exposure with inclusion in 2 eNews campaigns and 1 additional Solo
 - Nov eNews drove 81% of clicks
 - MORE Solo #1 drove 6% of clicks (earning reminder to cardholders)
- 120K point offer increased click rates by 94% YoY
 - Content in Solo #5 drove 10% fewer clicks than previous year Solo #2 content

Opportunities:

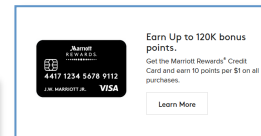
- Leverage MORE cardholder earning bonus in more campaigns

MRCC	Delivered	Opens	Open%	Clicks	Click%
2016	20.3 M	3.7 M	18.2%	11.2 K	0.1%
2017	65.3 M	12.3 M	18.8%	70.0 K	0.1%
△	222.2%	232.9%	3.3%	524.8%	93.9%

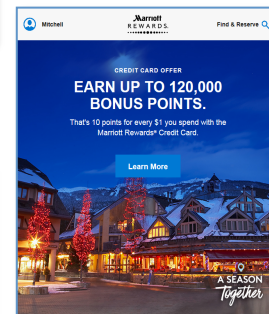
Nov '17 MORE Solo #1



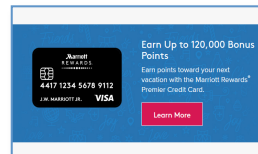
Dec '17 eNews



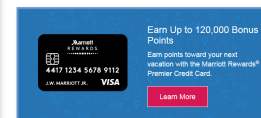
Nov '17 eNews



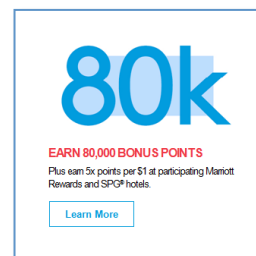
Nov '17 Hotel Specials



Dec '17 Flash Sale Solo #5



Nov '16 30 Days Solo #2



Nov '16 Hotel Specials/Offers



GAYLORD

- Significant lifts in click rate YoY
- Engagement in Nov MRCC quarterly newsletter increased traffic by 740%
- Offer copy mentioned free ICE! tickets for 2, plus discount off of hotel stay

Opportunities:

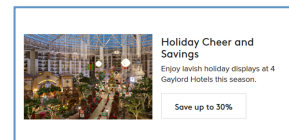
- Consider value add offers or packages in future campaigns

Gaylord	Delivered	Opens	Open%	Clicks	Click%	EIR Bookings	EIR Revenue	Bk/ Del (K)
2016	35.5 M	7.2 M	20.3%	3.8 K	0.0%	256	\$74.8 K	0.0
2017	11.2 M	1.8 M	16.4%	31.5 K	0.3%	2.9 K	\$757.7 K	0.3
△	-68.4%	-74.5%	-19.4%	739.6%	2555.6%	1041.0%	913.2%	3509.1%

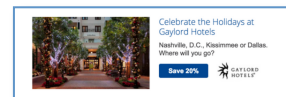
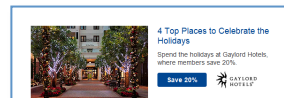
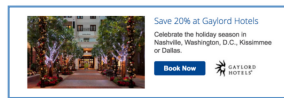
Nov '17 ECM Newsletter



Nov '17 Hotel Specials



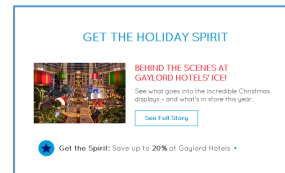
Nov '16 eNews/Benefits



Nov '16 Hotel Specials/Offers



Nov '16 Destinations



The collage displays a variety of promotional banners and offers from the Marriott Rewards website during the 2017 holiday season. Key campaigns include:

- Marriott Rewards More:** Promoting the "A Season Together" theme with offers like "Make Merry in These 4 Holiday Towns" and "Strike a Pose with Patrick Demarchelier".
- WOW Moments:** Encouraging users to "Strike a Pose with Patrick Demarchelier" and "Experience Moments, Together".
- Flash Sale:** A "Countdown to Savings" event with rates from \$89, featuring items like a blender, watch, headphones, and a bag.
- Cyber Sale:** A "Countdown to Cyber Sale" event with rates from \$89, featuring items like a blender, watch, headphones, and a bag.
- Exclusive Cardmember Experiences:** Offering "Experience ICEI for Free" and "Exclusive 3A Points" to cardmembers.
- Give More, Get More:** Promoting the "A Season Together" theme with offers like "Give More, Get More" and "Your Upcoming Trip to Atlanta".
- Discover Joy This Season:** Offering "Exclusive Savings on Marriott Beds" and "Your Upcoming Trip to Atlanta".
- Stay Class:** Promoting the "A Season Together" theme with offers like "Stay Class" and "Your Upcoming Trip to Atlanta".
- Travel for Less:** Offering "Save up to 15% on flights" and "Save up to 15% on hotels".
- Save 20% with Airbnb:** Promoting the "A Season Together" theme with offers like "Save 20% with Airbnb" and "Your Upcoming Trip to Atlanta".

Each banner typically includes a clear headline, a brief description of the offer, and a prominent "Shop Now" or "Book Now" button. The design is clean and modern, with a focus on high-quality imagery and clear typography.