



TENTPOLE CAMPAIGN ANALYSIS

2015 VS 2016

April 6, 2017

yes

WHAT WE'LL REVIEW TODAY



Overview



YoY comparison of specific key initiatives

- Maritz (redemptions)
- ShopMarriott
- Moments
- CyberMonday
- NFL



Appendix

- Planning opportunities
- Campaign & message performance
- Content insights
- Segmentation insights

30 DAYS OF MEMBERS GET IT OVERVIEW

Increase reach, consumer awareness & engagement to Q4 initiatives thru a cohesive, recognizable & efficient campaign across multiple touchpoints



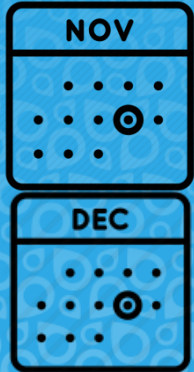
30 Days Holiday Campaign email performance overview



+32% Bookings



**+9% Booking/
Delivered**



**Supported
~19 initiatives**

- 6 more YoY
- 5 solos vs 8 solos



+14% Opens

-9% Clicks



**+22% Email
Volume**

Note: Lift estimates based on similar mailings in Nov/Dec '15

“30 DAYS OF MEMBERS GET IT” CAMPAIGN GENERATED GREATER REACH & BOOKINGS SUPPORTING MORE INITIATIVES WITH LESS TOUCHPOINTS THAN 2015

| Q4 Key Initiatives | | | |
|--------------------|--------|---------|--------|
| | 2015 | 2016 | △ |
| Delivered | 83.8 M | 101.4 M | 21.0% |
| Opens | 18.3 M | 21.6 M | 18.3% |
| Clicks | 1.1 M | 350.3 K | -68.2% |

| Key Initiative | High-level differences in... | |
|----------------|---|---------------------------|
| | Email support | Results (Net clicks) |
| Maritz | ‘15 Dedicated Solo | Significantly more in ‘15 |
| Shop Marriott | ‘15 Dedicated Solo | Significantly more in ‘15 |
| Moments | Significant ‘16 support | Significantly more in ‘16 |
| Cyber Monday | Similar support, different value proposition | Similar |
| NFL | ‘15 Sweepstakes focus vs ‘16 multiple initiatives | Significantly more in ‘15 |

YOY OBSERVATIONS

Fewer dedicated Solos to specific key initiatives resulted in less traffic

- Shop Marriott & Holiday (Maritz) redemptions

Positioning matters

- Differences in subject line & value proposition positioning
- eNews module created more engagement than 30 Day Solos

Q4'15 focus on shopping, gift giving

- 2 of the highest click volume solos were shopping related
- More links (product or category)

KEY TAKEAWAYS

Identify & prioritize key initiatives and align on objectives

Higher prioritization within the organization as a key initiative

Commitment to campaign style guide cross-organizational

Establish project management lead

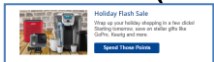
Greater inclusion of unique offers to make campaigns special

DEDICATED SOLO SUPPORT IN 2015 DROVE HIGHER CLICKS

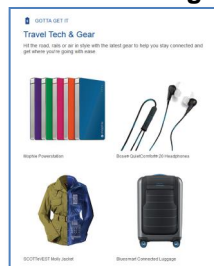
Nov Hotel Specials (Top Offer)



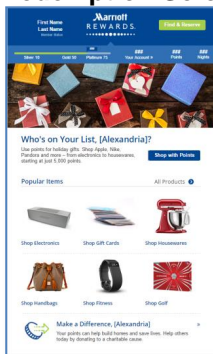
Nov Offers (module)



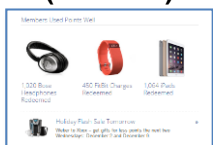
Nov Concierge



Nov Holiday Redemption Solo



Dec'15 eNews (Rewards)



| Maritz Support | | | |
|----------------|---------|---------|--------|
| | 2015 | 2016 | △ |
| Delivered | 45.9 M | 68.6 M | 49.3% |
| Opens | 10.2 M | 14.6 M | 43.0% |
| Clicks | 235.2 K | 100.1 K | -57.4% |

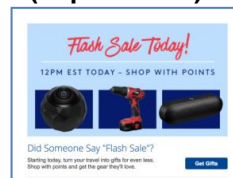
2015 Support:

- Nov Holiday Solo
- Dec eNews
- Nov Concierge (Wk 5)
- Nov Hotel Specials
- Nov eNews
- Oct eNews
- Dec METT

2016 Support:

- Nov eNews
- Nov Hotel Specials
- Nov Destinations
- Nov 30 Days Solo #2
- Nov 30 Days Solo #4
- Dec eNews

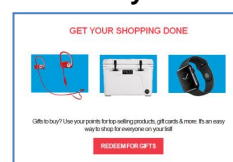
Nov Hotel Specials (Experiences)



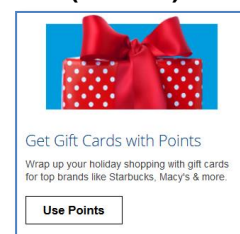
Nov Destinations (Middle Offer)



Nov 30 Days Solo #2



Dec eNews (Module)



Nov 30 Days Solo #4

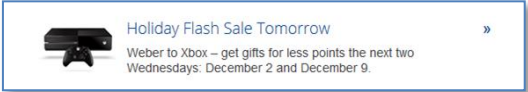


'FLASH SALE'16 GENERATED 50% MORE CLICKS THAN '15

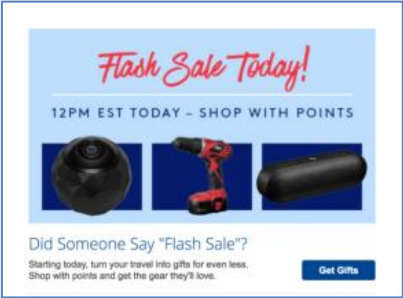
Dec '15 METT (Day Of)



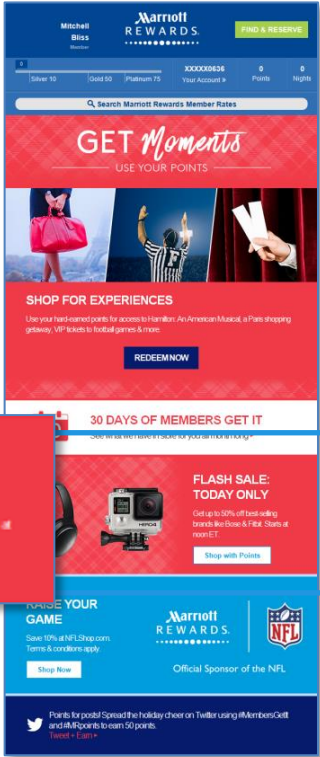
Dec '15 eNews (Rewards)



Nov '16 Hotel Specials



Nov'16 30 Days #4 module



| Q4 Flash Sales | | | |
|----------------|--------|--------|-------|
| | 2015 | 2016 | Δ |
| Delivered | 18.6 M | 31.8 M | 71.0% |
| Opens | 4.1 M | 6.2 M | 49.7% |
| Clicks | 36.4 K | 54.9 K | 50.7% |

Coordinating timing of Flash sale with marketing support

- More '15 emails talked about upcoming flash sales

Flash Sale generated most clicks when featuring 50% off copy

Communicate the savings

- Most clicks when highlighting 50% savings

Other opportunities

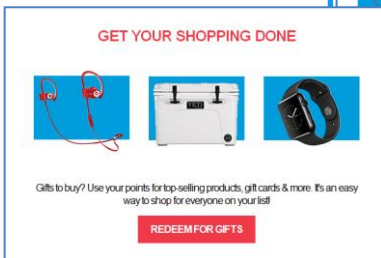
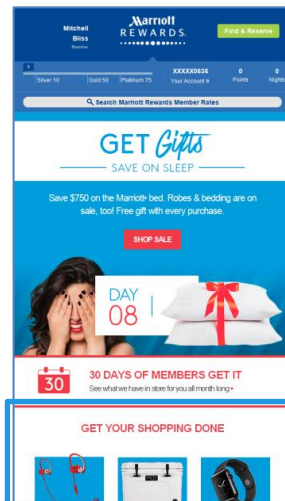
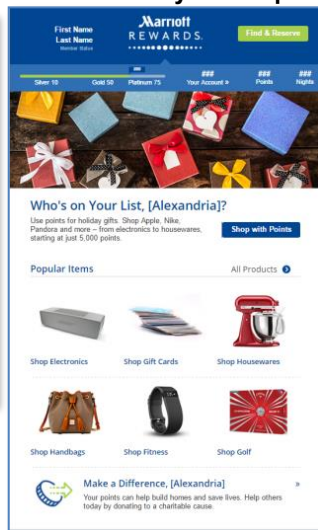
- Feature actual product / "cost"
- Identify limited availability

PRODUCT REDEMPTION WERE FEATURED MORE WITH DEDICATED SOLO AND # FEATURES

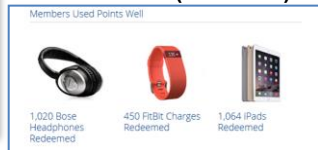
Nov '15 Concierge

Nov '15 Holiday Redemption Solo

Nov '16 30 Days Solo #2



Dec '15 eNews (Rewards)



Nov '15 Concierge (Wk 5)



Q4 Redemption Opportunities

| | 2015 | 2016 | △ |
|-----------|---------|--------|--------|
| Delivered | 37.3 M | 35.0 M | -6.1% |
| Opens | 8.5 M | 7.4 M | -13.4% |
| Clicks | 198.8 K | 30.6 K | -84.6% |

'15 more touches and impressions than '16

- Greater presence in base communications
- Featured more products
- Targeted for PO

'15 Solo sent to smaller audience, generated the most clicks

Other opportunities

- Targeting by member points
- Show more products

'15 SOLO GENERATED SIGNIFICANTLY MORE ENGAGEMENT THAN '16 EFFORTS

Nov'15 Shop Marriott Solo

First Name
Last Name
Member Status

MARRIOTT REWARDS Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account » Points Nights

Find A Hotel

Our Best Deal - \$750 Off the Marriott® Bed
A great night's sleep is yours with our biggest discount of the year. Bedtime just got even better. **Shop Now**

Save Up to 35% Off Bedding items at ShopMarriott

35% Off Plush Pillows »
Your quest for the perfect head-cradling, dream-inducing pillow is over.

30% Off Soft Sheets »
High thread-counts and hem-stitch details make it feel like vacation every night.

30% Off Comfy Blankets »
Snuggle in and get vacation-quality sleep every time with these cozy blankets.

Nov'16 30 Days #2 Top Offer

GET Gifts
SAVE ON SLEEP

Save \$750 on the Marriott® bed. Robes & bedding are on sale, too! Free gift with every purchase. **SHOP SALE**

DAY 08

GET YOUR SHOPPING DONE

80k
EARN BLUE BONUS POINTS

Oct'16 eNews Module

Sleep Like a Boss

Power down on a hotel bed - in your own home. Save up to \$1,250 on bedding & more. **Get Your Bed**

Shop Marriott Support

| | 2015 | 2016 | △ |
|------------------|---------|--------|--------|
| Delivered | 11.6 M | 23.2 M | 99.1% |
| Opens | 2.5 M | 5.1 M | 103.5% |
| Clicks | 200.2 K | 11.5 K | -94.2% |

2016 clutter

- Solo- previous email 3 days before
- '15 Solo was 9 days

Direct CTA vs product/category portfolio

eNews module generated the most clicks

Positioning matters

- '15 SL: *Our Best Deal - \$750 Off the Marriott Bed*, 22% Open%
- 16 SL: *Day 8 of 30: Save \$750 on Beds + Gifts*. 20% Open%

Opportunities

- Leverage secondary modules to highlight sale in Solos & eNews
- Increase presence in tent pole solos

MOMENTS RECEIVED THE 2ND MOST EXPOSURE OF ANY INITIATIVE IN 2016

Dec '15 eNews (Module)

Your Tickets are Here

Points get you more than hotel stays. You'll get closer to touchdowns, slam dunks, and the world's biggest shows.



Oct '16 eNews (Module)

Redeem for Experiences Redeem Now

Use Points for More than Travel
Redeem your points or use them to bid on exclusive experiences from cooking courses to VIP events.

Use Points

Dine With Chef Michael Jacobs
Enjoy a private meal + wine for 8 in Miami

Sail With Football Hall of Famers
Choose the Caribbean with football stars

See Chris Botti in Concert
Listen to Grammy-winning jazz at Shakespeare

Dec '16 eNews (Top Offer 2)

Experiences Marketplace
Use your hard-earned points for concerts, events, cooking classes and more.

FIND EXPERIENCES

Nov '16 30 Days Solo #4

Marriott REWARDS FIND & RESERVE

XXXXXX0436 0 0

Search Marriott Rewards Member Rates

GET Moments
USE YOUR POINTS

SHOP FOR EXPERIENCES
Use your hard-earned points for access to Hamilton, An American Musical, a Farm shopping getaway, VIP tickets to football games & more.

REDEEM NOW

30 DAYS OF MEMBERS GET IT
See what we have in store for you all month long

FLASH SALE: TODAY ONLY
Get up to 50% off best-selling brands like Bose & Fitbit. Starts at noon ET.

Shop with Points

RAISE YOUR GAME
Save 10% at NFLShop.com. Terms & conditions apply.

Shop Now

Marriott REWARDS Official Sponsor of the NFL

Points for post! Spread the holiday cheer on Twitter using #MembersGetIt and #M Rewards to earn 50 points.

Tweet + Earn

Moments Support

| | 2015 | 2016 | △ |
|------------------|--------|--------|---------|
| Delivered | 10.0 M | 59.4 M | 494.2% |
| Opens | 2.5 M | 13.5 M | 439.7% |
| Clicks | 1.8 K | 47.0 K | 2445.4% |

Moments received the 2nd highest support in 2016

Recommendations

- Targeting against member pts
- Show multiple redemption opps

MOMENTS RECEIVED THE 2ND MOST EXPOSURE OF ANY INITIATIVE IN 2016

Nov '15 Cyber Weekend Solo

First Name
Last Name
Member Status

MARRIOTT REWARDS.

Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account » Points Nights

Find A Hotel

02:13:45:22
DAYS HRS MINS SECS

There's Still Time to Save up to [30]%

Get a head start on Cyber Monday. Book your next trip now and save even more on the best available rate.

Book Today

Act Fast & Save

- Deal ends at 11:59 p.m. EST on November 30, 2015
- Good for stays from December 11, 2015 – January 17, 2016
- Choose from 2,000+ hotels, resorts & extended stay properties

Want to save even more? Become a Marriott Rewards® member today and save up to 30%.

Nov '16 30 Days Solo #3

Mitchell Bliss
Member

MARRIOTT REWARDS.

Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account » Points Nights

XXXXX0636

GET AWAY CYBER SALE

A Sale of Global Proportions
Get member rates from \$79 per night. Good for stays from December 9, 2016 through January 16, 2017.

SHOP SALE

BLACK FRIDAY THROUGH CYBER MONDAY

FRIDAY 25 SATURDAY 26 SUNDAY 27 MONDAY 28

More Brands. More Countries. More Choices.
Explore the SPOT Global Cyber Sale.

30 30 DAYS OF MEMBERS GET IT
See what we have in store for you all month long.

GET MORE FROM YOUR TRAVEL

AT YOUR SERVICE, ANYTIME
Check in, check out and make requests on the Marriott Mobile App.

CRUISE FOR HOLIDAY BONUS POINTS
Set sail on select cruises and earn 5 points per \$1. Ends December 31st.

Download Now **Earn 2x Points**

Cyber Sale Support

| | 2015 | 2016 | △ |
|------------------|---------|---------|--------|
| Delivered | 12.1 M | 21.8 M | 79.8% |
| Opens | 2.5 M | 4.5 M | 82.8% |
| Clicks | 153.0 K | 116.8 K | -23.6% |

30% off may be more compelling than \$79 to the majority of the audience

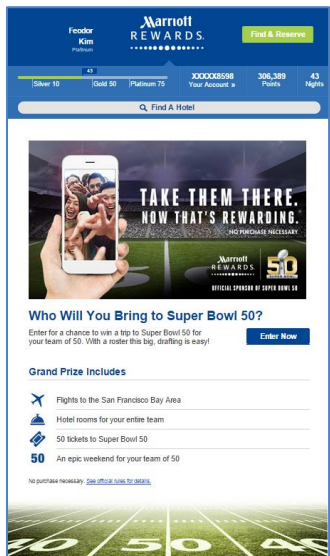
Countdown timer created urgency

Other opportunities

- Resends work well with:
 - Key holiday timing
 - Defined end date

SWEEPSTAKES WAS THE CORE FOCUS FOR NFL'15 AND GENERATED MORE CLICKS

Oct '15 NFL 50-to-50 Solo



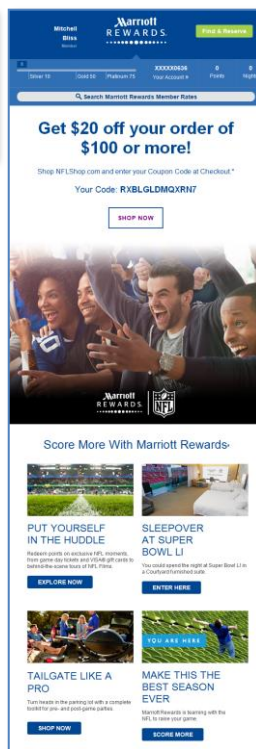
Nov '15 eNews (Top Offer 2)



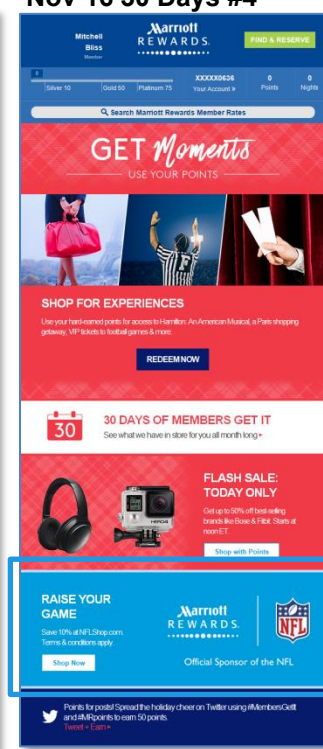
Nov '16 eNews



Oct '16 NFL Solo



Nov'16 30 Days #4



| NFL Support | | | |
|-------------|---------|--------|--------|
| | 2015 | 2016 | Δ |
| Delivered | 35.7 M | 46.5 M | 30.1% |
| Opens | 7.9 M | 10.3 M | 30.6% |
| Clicks | 512.4 K | 74.8 K | -85.4% |

'15 Sweepstakes focus vs '16 multiple initiatives

'16 Sweepstakes received less promotion than NFL Shop Solo

Recommendations

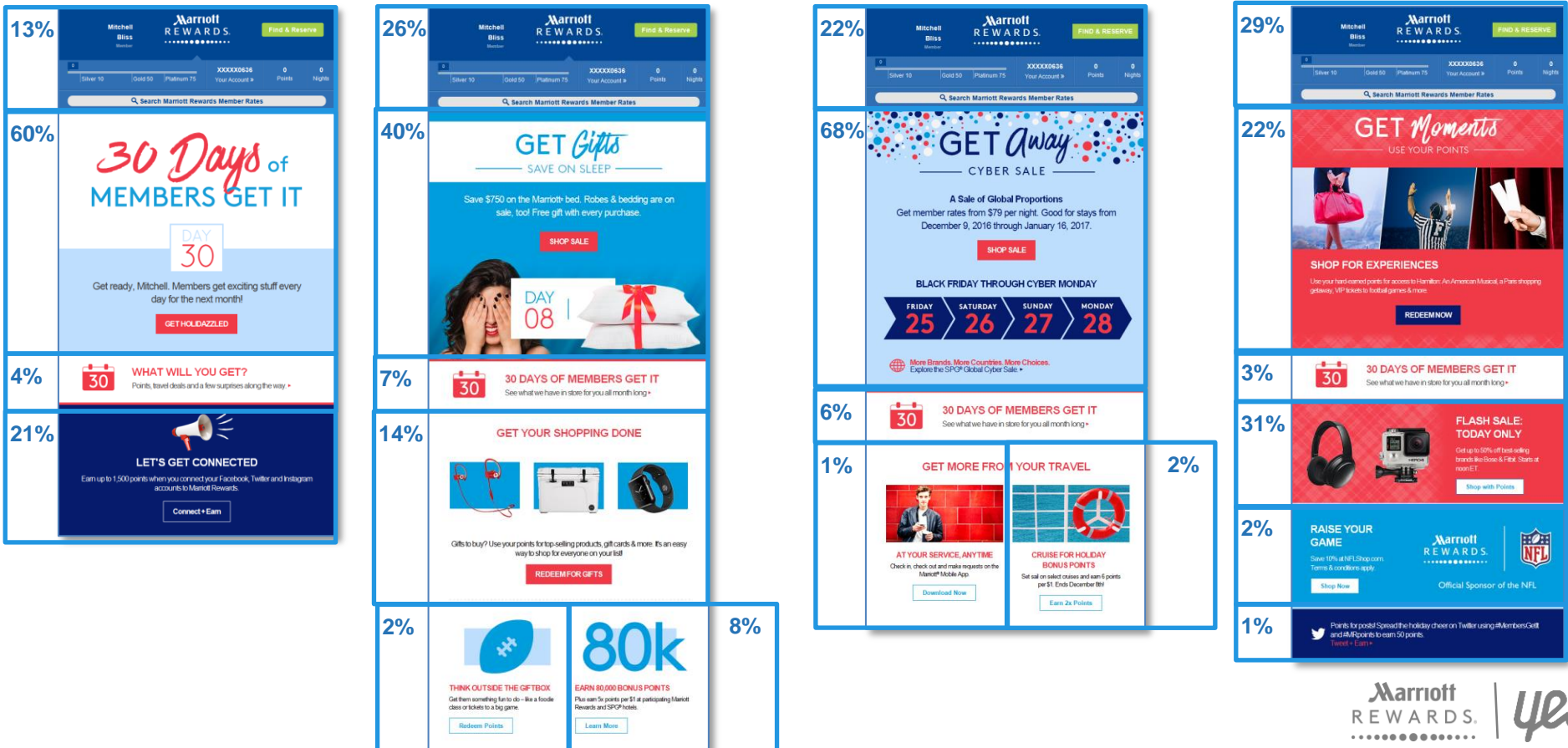
- Leverage sweepstakes to draw attention to other items



THANK YOU!



MEMBERS GET IT SOLO CLICK ENGAGEMENT



APPENDIX

MEMBERS GET IT SOLO CLICK ENGAGEMENT

ACCOUNT BOX
13% clks, 20% bks

ANNOUNCEMENT
60% clks, 75% bks

MEMBERS GET IT

DAY 30

Get ready, Mitchell. Members get exciting stuff every day for the next month!

GET HOLD-DAZZLED

30 DAYS RIBBON
4% clks, 5% bks

LET'S GO SOCIAL
21% clks, 0% bks

Connect + Earn

ACCOUNT BOX
26% clks, 84% bks

GET Gifts
SAVE ON SLEEP

SHOP MARRIOTT
40% clks, 0% bks

DAY 08

30 DAYS RIBBON
7% clks, 13% bks

GET YOUR SHOPPING DONE

GIFT REDEEM
14% clks, 0% bks

REDEEM FOR GIFTS

OUTSIDE THE GIFTBOX
Get them something fun to do - like a foodie class or tickets to a big game.

Redeem Points

EARN 80,000 BONUS
Plus earn 5x points per \$1 at participating Marriott Rewards and SPOR Hotels.

Learn More

ACCOUNT BOX
22% clks, 24% bks

GET Away

CYBER SALE
68% clks, 72% bks

SHOP SALE

BLACK FRIDAY THROUGH CYBER MONDAY

FRIDAY 25 SATURDAY 26 SUNDAY 27 MONDAY 28

More Brands. More Countries. More Choices.
Explore the SPOR Global Cyber Sale

30 DAYS RIBBON
6% clks, 3% bks

GET MORE FROM YOUR TRAVEL

MOBILE APP
1% clks, 0% bks

CRUISE
2% clks, 0% bks

Download Now

Earn 2x Points

ACCOUNT BOX
29% clks, 72% bks

GET Moments
USE YOUR POINTS

GET MOMENTS
22% clks, 8% bks

SHOP FOR EXPERIENCES

Use your hard-earned points for access to a ton of fun: An American Musical, a Paris shopping getaway, VIP tickets to football games & more.

REDEEM NOW

30 DAYS RIBBON
3% clks, 4% bks

FLASH SALE
31% clks, 15% bks

Shop with Points

Raise Your Game
NFL Football
2% clks, 1% bks

Social
1% clks, 0% bks

MOMENTS REDEEM
2% clks, 1% bks

MRCC
8% clks, 1% bks

OPPORTUNITIES TO OPTIMIZE SUPPORT OF KEY INITIATIVES

- Target redemption opps by points
- The more products you show the better (real-estate)
- Leverage the sweepstakes to promote other things (like NFL Shop)
- Engagement with Flash sale was highest when 50% savings was included in copy
- Might be better showcasing 30% off to \$79 room

OPPORTUNITIES FOR FUTURE SUCCESS

- Identify initiatives for the year; start planning process earlier
- Higher prioritization within the organization as a key initiative
- Prioritize of initiatives
- Commitment to campaign style guide cross-organizational
- Establish project management lead
- Greater inclusion of unique offers to make campaigns special

CAMPAIGN TAKEAWAYS

- Kickoff mailing as part of campaign
- Particular emphasis on subject line among clutter
 - Highlight deal details
 - “Best Offer” seemed to be appealing
- Q4 focus on shopping, gift giving
- Q4 focus on End of year concept; reflecting data to high value segments is an easy win
- Mr Marriott stimulated donations

CONTENT HIGHLIGHTS

- Incentive
- Dynamic calendar
- Flash Sales
- Gift cards
- eBreaks
- Increase product redemptions for WHPH

CAMPAIGN INSIGHTS

END OF YEAR CONCEPT SHOULD BE A COMPONENT OF HOLIDAY TENT POLE CAMPAIGN

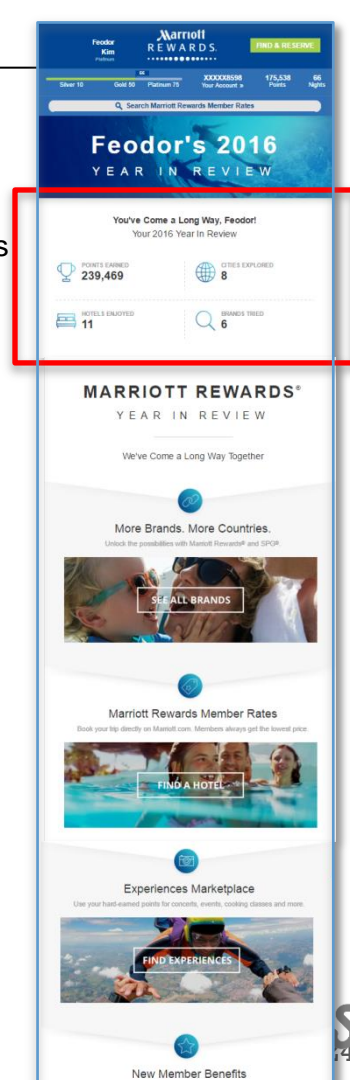
End of Year concept is still a compelling theme;

- “Your Year in Review” subject line generates among the highest Open rates every year
- Member activity box (Fig 1) attracted 2x the clicks of any section *

Need to explore ways to make this concept resonate with members with lower travel activity

- Dec eNews had above average CTO% with WHPH while it was among the lowest with Core & TSAT

Fig 1 Dec eNews Activity box



KICKOFF MAILING SHOULD BE A COMPONENT OF FUTURE TENTPOLE CAMPAIGNS

Strongest performance of the 30 Day Solos

- 65% higher Bk/Del than Solo avg
- Generated similar email KPIs as MegaBonus announcement

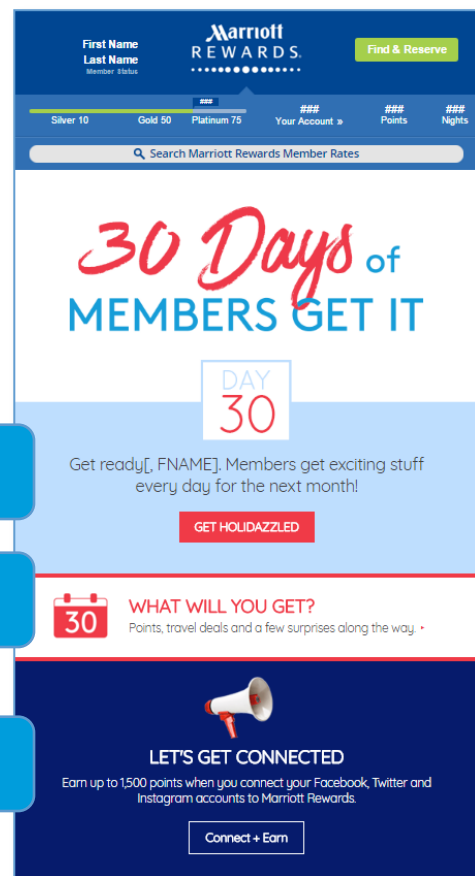
Members responded strongly to the combination of

- Simple and direct design & CTA
- Intrigue
- Incentive to participate & maximize rewards

Simple
CTA

intrigue

Incentive



Members engaged well with Flash Sales

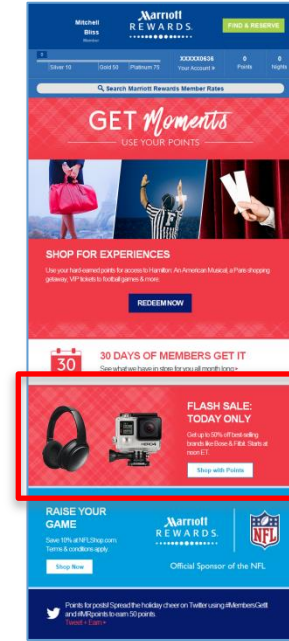
Flash Sales generated:

- Similar clicks as MegaBonus links in Sept & Oct Hotel Specials
- As many clicks as MegaBonus links in Nov Destinations
- The most clicks in the 11/25 Get Moments Solo
- 1.4 M clicks & 165 K bookings Flash Perks (Summer'14)

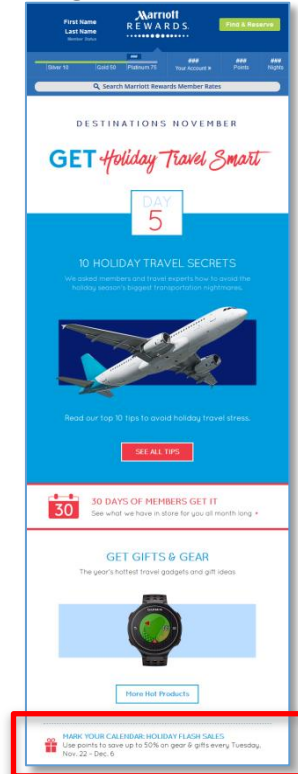
Opportunities:

- Encourage Flash Sale offerings for future campaigns (GEAR)
- Leverage the compelling elements of a Flash Sale in subject lines & positioning content, highlighting:
 - Expiring offers/deals
 - Expiration dates, time remaining
 - Urgency

Highest clicked in Get Moments Solo



As many clicks as MegaBonus

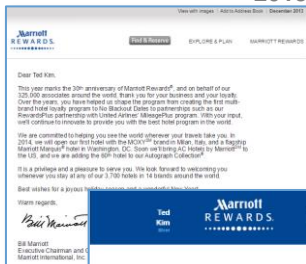


2016 Mr. Marriott significantly increased donations

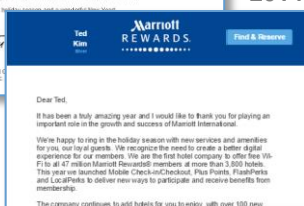
2016

SL: 30 Days: Thank You, [FNAME]

2013



2014



2015



Observations

2016 version focused on charitable donations

- 384 total donations to 190 charities
- Mailing increased Week over week donations by 1820%

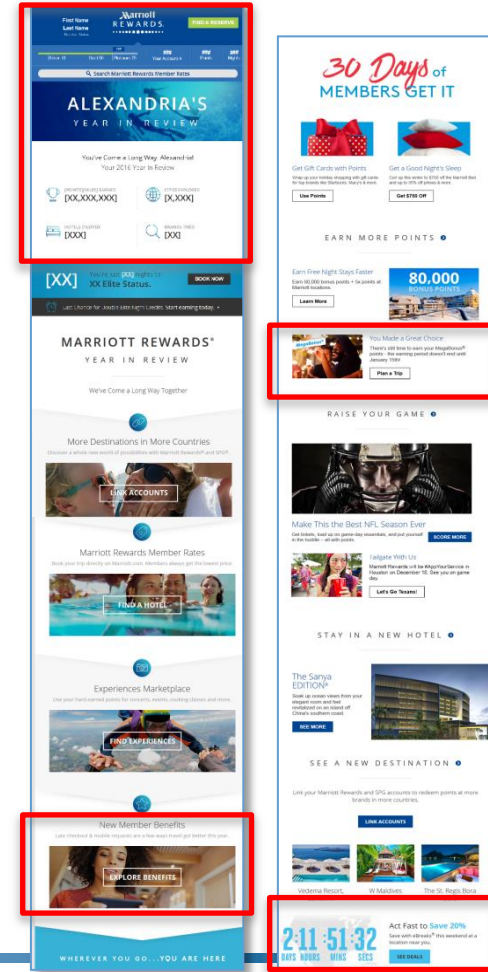
WHPH responded favorably to YIR

Content resonated with WHPH more than Core & TSAT (Fig 1)

- WHPH CTO% was 13% higher than non-promotional month avgs
- More content was relevant to WHPH
 - Account Box & Member activity
 - Explore New Benefits
 - MegaBonus

Would we benefit by giving WHPH one experience & Core/TSAT another?

Fig 1: WHPH above avg engagement



WHPH value product redemption opps

WHPH engaged well with product redemptions over other content

- Regardless of it's position, WHPH engaged better with product redemptions than Gaylord offer in eNews (below fig.)
- This is consistent with trends that show WHPH engage well with product redemption sections (and TSATs less so)

PO Benefits - WHPH

Your Holiday Headquarters [Find Gifts](#)

Celebrate the Holidays at Gaylord Hotels
Nashville, D.C., Kissimmee or Dallas.
Where will you go?

[Save 20%](#)

Get the Season's Hottest

Use points to buy hot items, like Apple Watch, Fitbit Charge 2, HTC Vive and more.

[Redeem Now](#)

7% higher CTO%
than above

eNews – WHPH control

Holiday Shopping [Shop Now](#)

Get the Season's Hottest Gifts
Use points to buy hot items, like Apple Watch, Fitbit Charge 2, HTC Vive and more.

[Redeem Now](#)

Holiday Getaways

4 Top Places to Celebrate the Holidays
Spend the holidays at Gaylord Hotels, where members save 20%.

[Save 20%](#)

38% higher CTO%
than below

WHPH CTO% was higher with Get Gifts Solo than with other communications

The increase in how much better WHPH reacted to product content than other audiences supports this trend

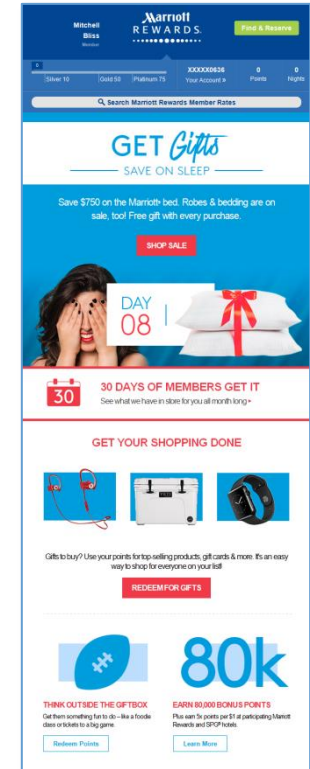
WHPH regularly generates higher email KPIs than TSAT & Core

- 13% higher CTO% than Core
- 11% Higher CTO% than TSAT

Click engagement was even higher with Get Gifts

- 17% higher than Core
- 22% higher than TSAT

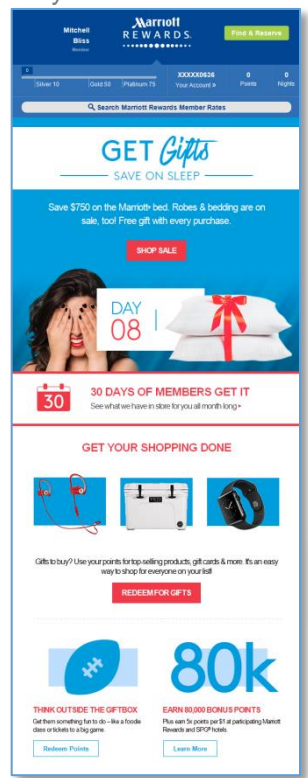
30 Days Solo #2: Get Gifts



Examples leveraging product redemption insights

Elevate or emphasize product redemption opportunities for WHPH, while de-prioritizing for TSATs

30 Days Solo #2: Get Gifts



Elevating product redemptions to WHPH during shopping seasons

Destinations- Middle section



Top clicked for WHPH

Top clicked for TSAT



Move the "Holiday Spirit" section above Gifts & Gear for TSATs

WHPH & TSAT had different engagement with Destinations

WHPH responded well to 30 Days Destinations

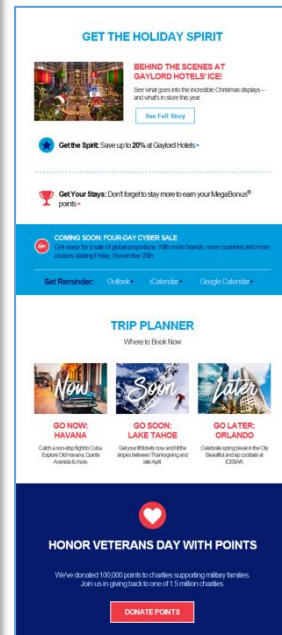
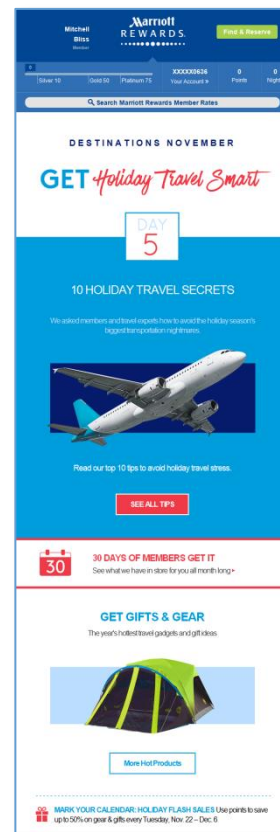
- CTO was 2nd highest YTD
- Low clicks to header & search
- High click engagement to Main CTA “10 Holiday Travel Secrets”, 60%

“10 Holiday Travel Secrets” was positioned in a way that would appeal to what we’ve learned WHPH:

- Exclusive
- Inviting, not pushy nor too authoritative

TSAT Destinations CTO was average YTD, TSAT may have responded better if, for example, the main CTA copy applied subject line learnings

- Authoritative, strong POV



Flash Sales

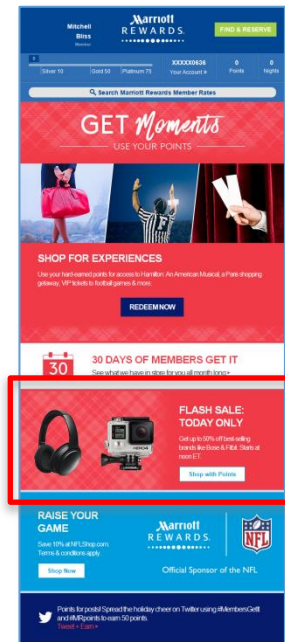
Flash Sales generated:

- Similar clicks as MegaBonus links in Sept & Oct Hotel Specials
- As many clicks as MegaBonus links in Nov Destinations
- The most clicks in the 11/25 Get Moments Solo
- 1.4 M clicks & 165 K bookings Flash Perks (Summer'14)

Opportunities:

- Encourage Flash Sale offerings for future campaigns (GEAR)
- Leverage the compelling elements of a Flash Sale in subject lines & positioning content, highlighting:
 - Expiring offers/deals
 - Expiration dates, time remaining
 - Urgency

Highest clicked in Get Moments Solo



As many clicks as MegaBonus



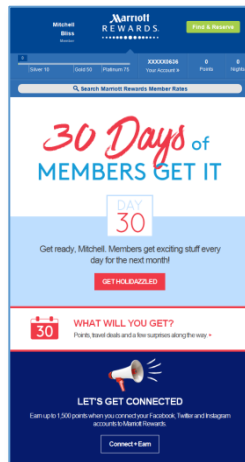
30 DAY SOLO & YEAR IN REVIEW DEEP DIVE

Solo highlights

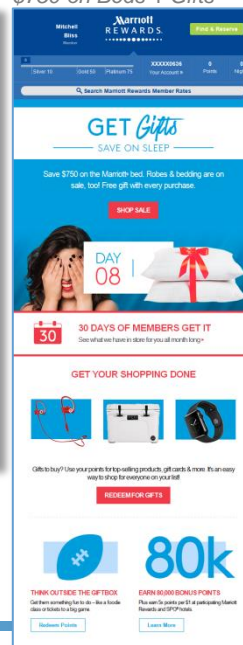
- **Intro** Solo set the tone generating high Open%, CTO% on top of high Conv%
- **Gifts** Solo performed similarly to previous Shop Marriott & holiday redemption Solos
- **Cyber Sale** Solo generated similar performance to previous years Cyber Monday mailings
- **Get Moments** generated higher Email KPIs than other Moments Solos due to support of Flash Sale

| Members Get It Solos | Delivered | EIR Bookings | EIR Revenue | Open% | CTO% | Conv% | Bk/ Del (K) |
|----------------------|---------------|---------------|-----------------|--------------|-------------|--------------|-------------|
| Intro | 9.4 M | 40.7 K | \$13.6 M | 23.2% | 14.7% | 12.7% | 4.3 |
| Get Gifts | 9.9 M | 9.5 K | \$3.2 M | 19.6% | 5.6% | 8.7% | 1.0 |
| Cyber Sale | 9.7 M | 21.5 K | \$6.9 M | 20.4% | 7.9% | 13.8% | 2.2 |
| Get Moments | 9.4 M | 14.2 K | \$4.9 M | 20.6% | 5.9% | 12.6% | 1.5 |
| Mr. Marriott | 9.4 M | 1.4 K | \$5 M | 26.5% | 1.1% | 4.9% | 0.1 |
| Total | 47.9 M | 87.8 K | \$29.4 M | 22.0% | 6.9% | 12.0% | 1.8 |

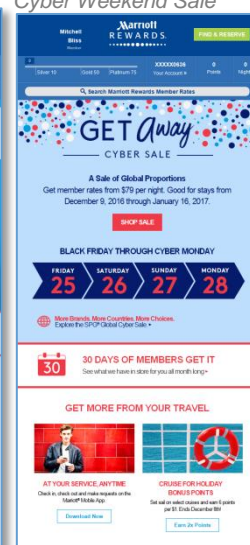
SL: 30 Days of Members Get It



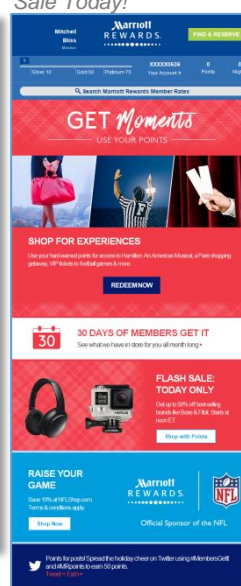
SL: Day 8 of 30: Save \$750 on Beds + Gifts



SL: Day 19 of 30: HUGE Cyber Weekend Sale



SL: Day 24 of 30: Flash Sale Today!



1. Introduction (11/7)

| Intro Solos | Delivered | EIR Bookings | EIR Revenue | Open% | CTO% | Conv% | Bk/ Del (K) |
|----------------------------|-----------|--------------|-------------|-------|-------|-------|-------------|
| Members Get It | 9.4 M | 40.7 K | \$13.6 M | 23.2% | 14.7% | 12.7% | 4.3 |
| Fall '15 MB Announcement | 8.7 M | 50.0 K | \$18.1 M | 26.1% | 20.9% | 10.5% | 5.7 |
| Spring '16 MB Announcement | 7.8 M | 45.9 K | \$16.2 M | 24.8% | 18.3% | 13.0% | 5.9 |

Observations

Members responded well to the introduction

- Member Get it Introduction generated nearly the same Email KPI's as previous MegaBonus Announcements
- YTD Solo booking/delivered average is 2.6

Majority of clicks went to main CTA (56%) & 1,500 point social channel offer (21%)

- Email conveyed a sense of intrigue to what members might get
- An invitation to connect with Social channels implied the promise of even more in addition to the points

Content was cohesive & complementary

Dynamic calendar day kept message relevant, high repeatability

SL: 30 Days of Members Get It



2. Get Gifts (11/14)

| Holiday Redemption Solos | Delivered | EIR Bookings | EIR Revenue | Open% | CTO% | Conv% | Bk/ Del (K) |
|--------------------------------|-----------|--------------|-------------|-------|-------|-------|-------------|
| Members Get It | 9.9 M | 9.5 K | \$3.2 M | 19.6% | 5.6% | 8.7% | 1.0 |
| Holiday Redemption (Nov '15) | 2.5 M | 8.7 K | \$2.8 M | 25.6% | 14.5% | 9.4% | 3.5 |
| ShopMarriott Holiday (Nov '15) | 10.6 M | 6.0 K | \$2.0 M | 21.1% | 8.0% | 3.3% | 0.6 |
| ShopMarriott Holiday (Nov '14) | 13.6 M | 11.9 K | \$4.2 M | 22.1% | 11.6% | 3.4% | 0.9 |

Observations

Of all 30 Days Solos, this one generated the lowest Open%, CTO%, & Conv%

- This Solo overall performed similarly to ShopMarriott Nov Solos it bears resemblance to
- The Holiday Redemption was launched to a more targeted audience and contained 6 redemption categories while redemption categories were highlighted in Get Gifts

SL: Day 8 of 30: Save \$750 on Beds + Gifts

following following Find & Reserve

GET Gifts

SAVE ON SLEEP

Save \$750 on the Marriott® bed, Robes & bedding are on sale, too! Free gift with every purchase.

#1 43.7K (33.8%)

DAY 08 4.1K (3.2%)

30 DAYS GET IT See what we have in store for you all month long

GET YOU #20 717 (0.6%) IG DONE

Gifts to buy? Use your points for top-selling products, gift cards & more. It's an easy way to shop for everyone on your list!

#2 12.6K (9.8%)

THINK 844 184 (0.1%) TBOX Get them something fun to do - like a foodie class or tickets to a big game

EARN 835 269 (0.2%) BINTS Plus earn 5x points per \$1 on participating Marriott Rewards and SPG hotels

#15 1.1K (0.9%) #8 5.6K (4.3%)

3. Cyber Sale (11/25)

| Cyber Sale Solos | Delivered | EIR Bookings | EIR Revenue | Open% | CTO% | Conv% | Bk/ Del (K) |
|---------------------|-----------|--------------|-------------|-------|-------|-------|-------------|
| Members Get It | 9.7 M | 21.5 K | \$6.9 M | 20.4% | 7.9% | 13.8% | 2.2 |
| Holiday Flash Sale | 1.5 M | 1.5 K | \$534.3 K | 28.7% | 2.2% | 15.9% | 1.0 |
| Cyber Weekend ('15) | 12.1 M | 21.1 K | \$6.9 M | 20.3% | 6.2% | 13.8% | 1.7 |
| Cyber Monday ('14) | 7.9 M | 24.8 K | \$8.5 M | 21.5% | 9.9% | 14.6% | 3.1 |
| Cyber Monday ('13) | 396.3 K | 5.7 K | \$1.7 M | 30.3% | 20.6% | 23.0% | 14.4 |

Observations

As a primary booking driver, the mailing accomplished its objective: generating the highest CTO% & highest Conv%

Combat holiday inbox and subject line clutter

- Open% may have been impacted by inbox clutter
- Including rate in subject line may have helped create more relevancy to the offer

SL: Day 19 of 30: HUGE Cyber Weekend Sale

following following **Marriott** FIND & RESERVE

GET A Way CYBER SALE

A Sale of Global Proportions
Get member rates from \$79 per night. Good for stays from December 9, 2016 through January 16, 2017.

#1 128.7K (62.6%)

BLACK FRIDAY **#16 906 (0.4%)** CYBER MONDAY

FRIDAY **25** SATURDAY **26** SUNDAY **27** MONDAY **28**

#33 201 (0.1%) Brands. **#8 3.3K (1.6%)** More Choices.

#13 1.1K (0.6%) 30 DAYS **#3 10.7K (5.2%)** IS GET IT

GET MORE FROM YOUR TRAVEL

AT YOU #34 200 (0.1%) TIME
Check in, check out and make requests on the Marriott® Mobile App.
#18 748 (0.4%)

CRUISE FOR THE WAY #15 1.1K (0.5%)
Set sail on select cruises and earn 6 points per \$1. Ends December 8th.
#10 1.7K (0.8%)

4. Get Moments (11/29)

| Moments/NFL Solos | Delivered | EIR Bookings | EIR Revenue | Open% | CTO% | Conv% | Bk/ Del (K) |
|--------------------------------|-----------|--------------|-------------|-------|------|-------|-------------|
| Members Get It | 9.4 M | 14.2 K | \$4.9 M | 20.6% | 5.9% | 12.4% | 1.5 |
| NFL Solo | 9.9 M | 2.9 K | \$1.0 M | 19.0% | 2.6% | 6.0% | 0.3 |
| Moments Experiences Bidding #1 | 5.8 M | 6.5 K | \$2.3 M | 22.2% | 5.6% | 9.2% | 1.1 |
| Moments Experiences Bidding #2 | 5.8 M | 5.6 K | \$1.9 M | 22.3% | 5.1% | 8.7% | 1.0 |

Observations

Flash Sale helped Get Moments Solo clicks

- Generated significantly higher Open% & Conv% than previous Moments Solos
- Open% was 2nd highest out of the 4 Solos (Day 24 of 30: Flash Sale Today)
- Received 28% of Email clicks, most of any CTA

SL: Day 24 of 30: Flash Sale Today!

Year in Review content highlights

Gift cards & holiday shopping season continued to be a strong match (Fig 2)

- Generated 2x the clicks as Shop Marriott
- In top 5 of overall clicked content (excluding member activity stats & header)

Low engagement with Experiences & Moments (Fig 3)

- Experiences Marketplace generated lowest clicks out of the four YIR features
- NFL redemptions – among lowest clicked content, negligible to Tailgate feature

Interested in SPG properties (Fig 4)

- As 2nd to last content generated more clicks than Hotel Openings & NFL redemptions

eBreaks was among the highest clicked content

- eBreaks generated more clicks than NFL Redemption, Hotel Openings, and SPG content combined
- eBreaks clicks were 12% higher than Q4 avg when most content clicks fell

Fig 2: Gift card popularity

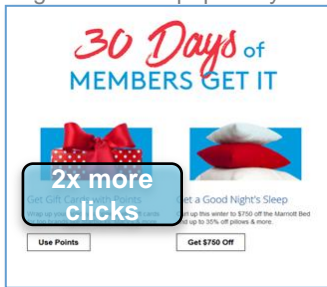
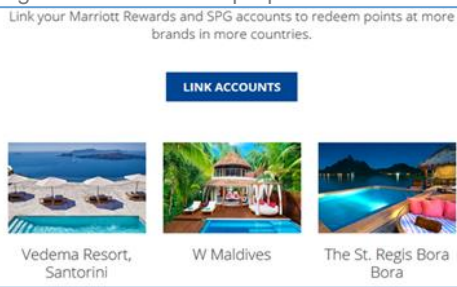


Fig 3: Low engagement with Moments & Experiences

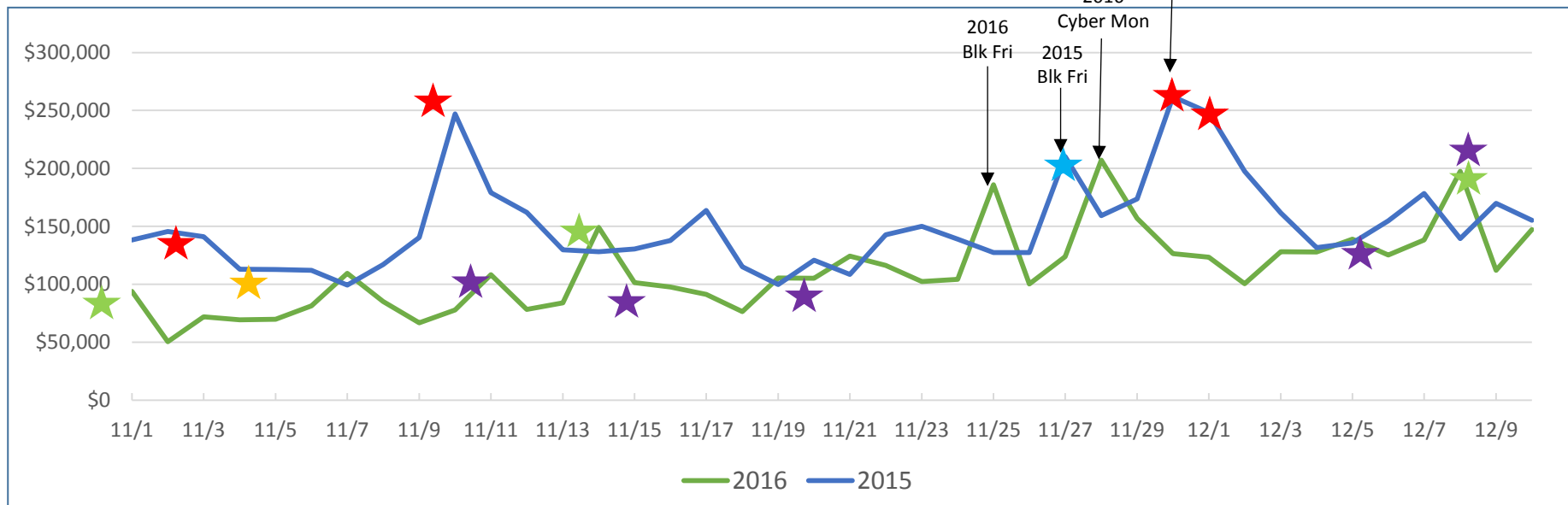


Fig 4: Interest in SPG properties



MARITZ SITE ACTIVITY

Nov - Dec Redemption 2015 vs. 2016: Down 26% YOY



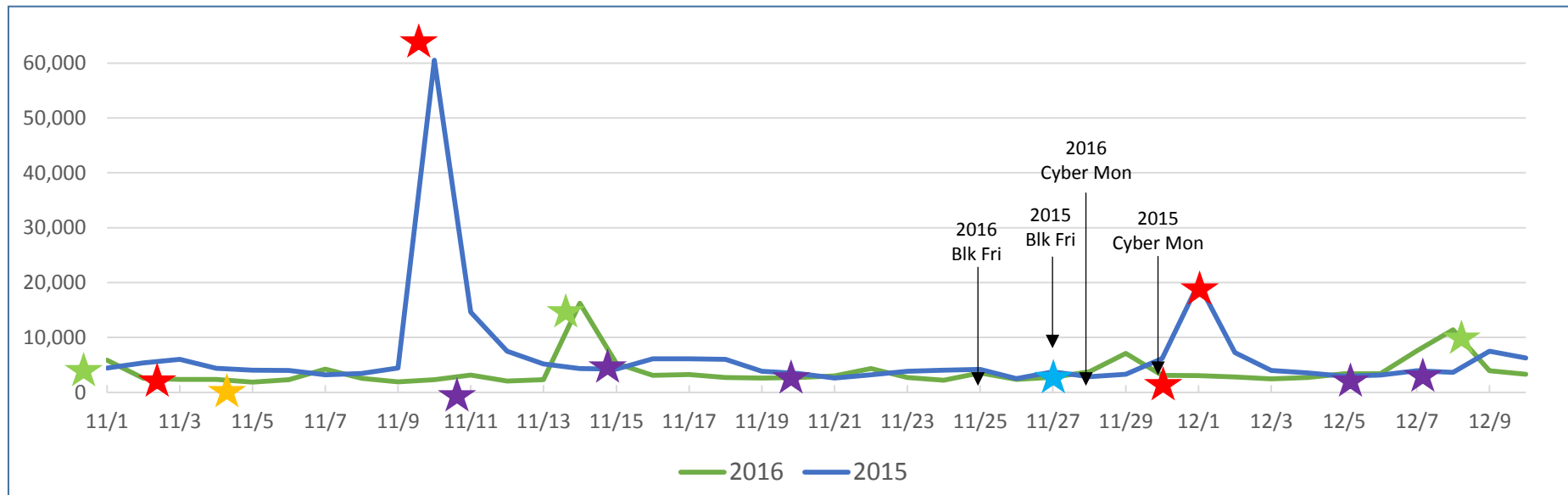
2015 Marketing

- ★ 11/3 - eNews and Insiders post
- ★ 11/5 - Facebook and Twitter posts
- ★ 11/10 - Holiday Solo (single message)
- ★ 11/27 - Blk Fri Insiders Post
- ★ 11/30 - Hotel specials email
- ★ 12/1 - eNews
- 11/5-12/23 MR.com placements
- Nov Visa insert

2016 Marketing

- ★ 11/1 - eNews
- ★ 11/11 - Starbucks gift card Facebook post
- ★ 11/14 - Holiday email (secondary message, no subject line)
- ★ 11/15 and 11/20 - Tweet (linked to microsite)
- ★ 12/5 - Insiders and Facebook gift card promotion
- ★ 12/5 and 12/7 - Twitter gift card promotion
- ★ 12/7 - eNews gift card promotion

Nov - Dec Web Visits 2015 vs. 2016: Down 42% YOY



2015 Marketing

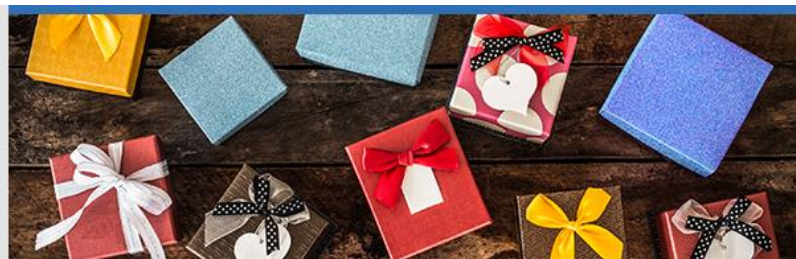
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- ★ 11/1 - eNews
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- ★ 11/14 - Holiday email (secondary message, no subject line)
- ★ 11/15 and 11/20 - Tweet (linked to microsite)
- ★ 12/5 - Insiders and Facebook gift card promotion
- ★ 12/5 and 12/7 - Twitter gift card promotion
- ★ 12/7 - eNews gift card promotion

2015 Holiday Solo Email

- November 10th, 2015
- Single message
- Subject line – “Use Points. Get Gifts”
- Web Visits = 60,520
- Redemption = \$247,080



Who's on Your List, Eliot?

Holiday gifts start at 5,000 points. Use your points to shop thousands of choices from top brands – electronics to gift cards.

[Shop with Points](#)

Popular Items

[All Products](#)[Shop Electronics](#)[Shop Gift Cards](#)[Shop Housewares](#)[Shop Handbags](#)[Shop Fitness](#)[Shop Jewellery](#)

2016 Holiday Email Feature


- November 14th, 2016
- Secondary message
- Subject line – “Day 8 of 30: Save \$750 on Beds + Gifts”
- Web Visits = 16,243
 - Down 273% compared to the 2015 email
- Redemption = \$149,080
 - Down 66% compared to the 2015 email

GET *Gifts*

— SAVE ON SLEEP —

Save \$750 on the Marriott® bed. Robes & bedding are on sale, too! Free gift with every purchase.


SHOP SALE



DAY 08

30 **30 DAYS OF MEMBERS GET IT**
See what we have in store for you all month long ▶

GET YOUR SHOPPING DONE



Gifts to buy? Use your points for top-selling products, gift cards & more. It's an easy way to shop for everyone on your list!

REDEEM FOR GIFTS