

# 2015 Marriott Rewards Email Program Review

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March 3rd, 2016

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# 2015 Summary Program Review

# 2015 Key storylines

**The Member Marketing email program delivered 837 M messages to 11.6 M members globally, generating:**

- +201 M unique opens & 19 M clicks
- +1.8 M EIR Bookings, 4.4 M Room nights & \$663 M in EIR Revenue

**Continued progress to engaging members with relevant content**

- ✓ Consistent campaign experience & increased content engagement
- ✓ Successfully drove a tailored experience with Project Orange segments

**Built on the success of strong performing campaigns**

- ✓ Continued growth of high impact & high efficiency Lifecycle campaigns
- ✓ 2014 YIR campaign
- ✓ Significantly increased MegaBonus response

**Generated insights to relentlessly improve ongoing communications**

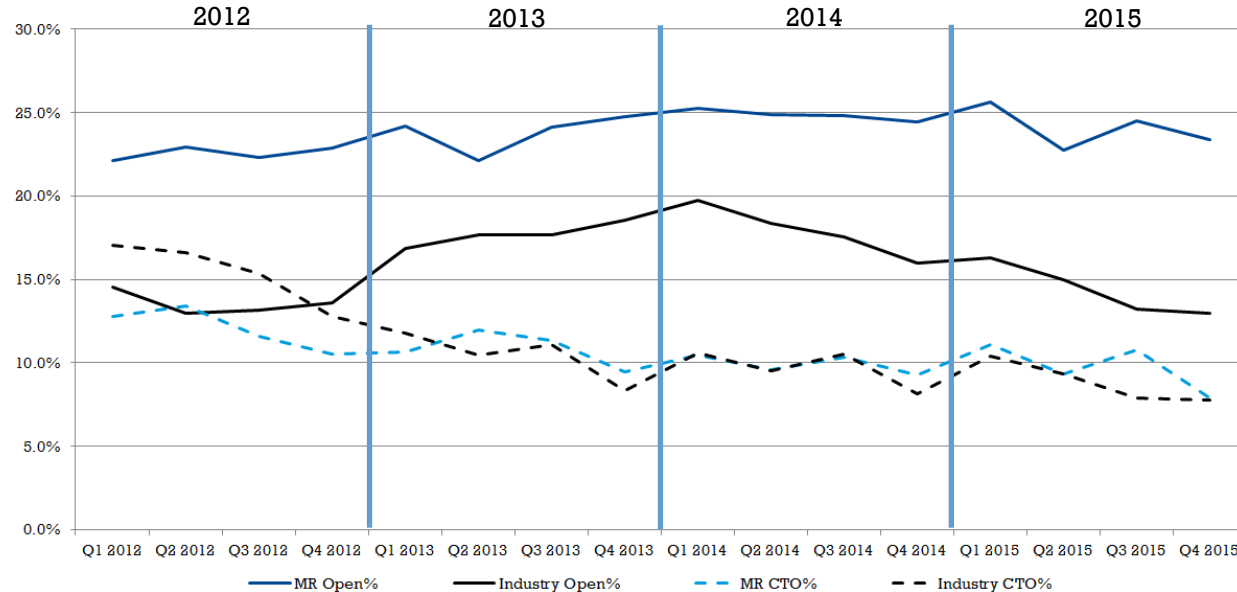
- ✓ Concierge continued to drive travel inspiration efforts
- ✓ Multiple optimizations were made against Hotel Specials
- ✓ Generated actionable insights through Test & Learn roadmap

# Email Program KPI Dashboard: 2015 YTD

	2014	2015	YoY%
Mailable Members	10.6 M	11.6 M	+11.7%
EIR Bookings	1.79 M	1.80 M Forecast: 2.05 M	+0.4%
EIR Bookings/Delivered(K)	2.5	2.1	-13.2%
Room nights	4.31 M	4.41 M	+2.3%
Emails Delivered	723.9 M	837.0 M	+15.6%
Open Rate	24.8%	24.0%	-3.2%
Click to Open Rate	9.9%	9.7%	-2.7%
Booking Rate	10.0%	9.3%	-7.9%

- YoY decreases in booking per delivered was primarily due to 2014 MidYear summer promo & Flashperks which drove significant bookings & increased email KPIs
- The number of emails an average member received per year grew from 68 to 72

# Email KPIs outpaced the hospitality industry



## YLM 2015 Hospitality Benchmarks

### Open rate

<b>Marriot Rewards:</b>	<b>24.0%</b> $\Delta\text{YoY: } -3.2\%$
<b>Hospitality Industry:</b>	<b>14.5%</b> $\Delta\text{YoY: } -24.6\%$

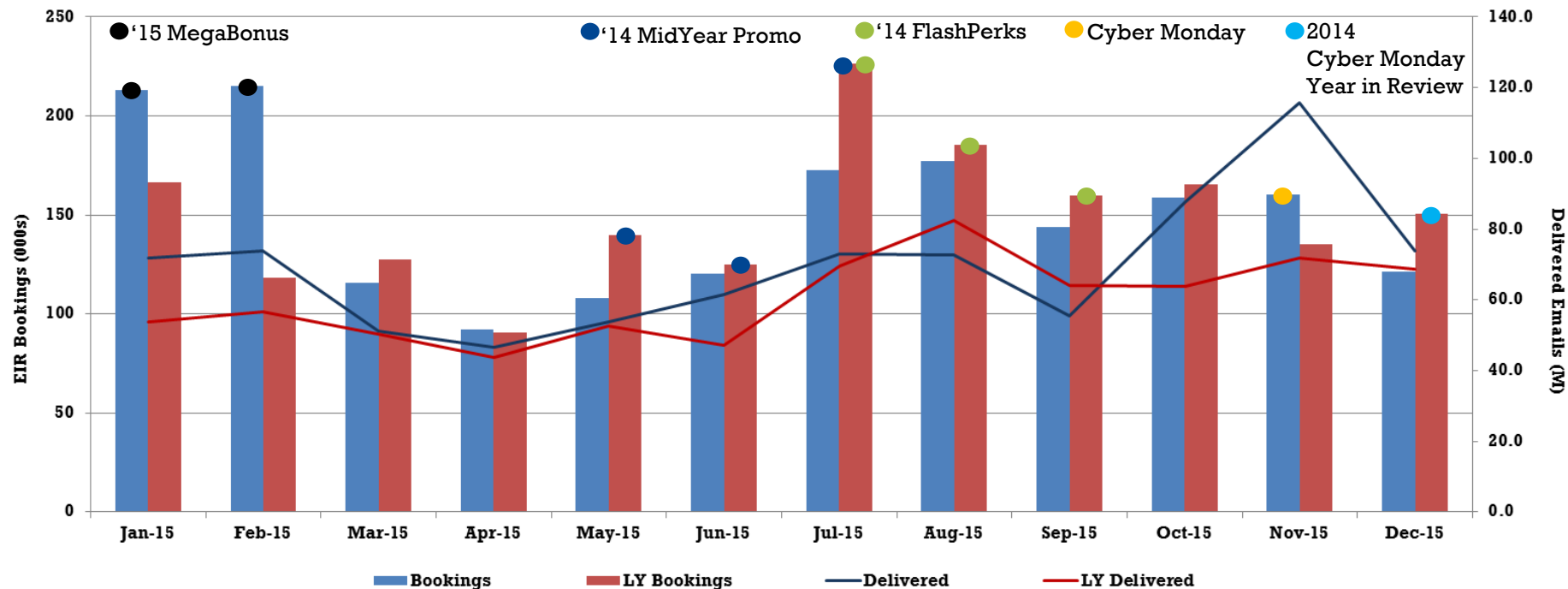
### Click to Open rate

<b>Marriot Rewards:</b>	<b>9.7%</b> $\Delta\text{YoY: } -2.7\%$
<b>Hospitality Industry:</b>	<b>9.1%</b> $\Delta\text{YoY: } -5.6\%$

- Overall industry shows Open rates and click to open rates are decreasing in the industry
- More marketers are increasing their mailings, resulting in inbox clutter

# YTD bookings increased 0.4% YoY & emails delivered increased 15.6%

## 2015 vs 2014 Bookings & Delivered emails



# 2015 Executive Campaign Summary

		Hotel								Project
		Program	eNews	Specials	Solos	Concierge	Lifecycle	MRCC	METT	Orange
Audience	Total Sent	837.0 M 15.6%	126.2 M 4.0%	110.1 M 3.5%	235.4 M 17.6%	106.5 M 66.6%	39.5 M 28.7%	128.0 M -4.5%	72.5 M 8.1%	18.7 M
	Unsub Rate	0.21% +0.0%	0.11% -0.0%	0.16% -0.0%	0.24% +0.1%	0.25% +0.0%	0.47% -0.3%	0.25% -0.0%	0.16% -0.0%	0.10%
	Delivery Rate	98% +0.2%	99% -0.0%	99% +0.0%	98% -0.8%	99% -0.6%	95% -0.9%	99% +3.2%	99% -0.3%	98%
Engagement	Open Rate	24.0% -0.8 pts	23.7% -2.1 pts	19.1% -4.0 pts	27.0% +0.8 pts	20.0% -3.5 pts	34.4% +7.1 pts	22.1% -0.4 pts	25.3% -1.0 pts	27.7%
	Opens	201.3 M 12.0%	30.0 M -4.4%	21.0 M -14.6%	63.6 M 21.0%	21.3 M 41.6%	13.6 M 62.0%	28.3 M -6.3%	18.3 M 3.8%	5189.0 K
	Click Rate	2.3% -0.1 pts	3.6% -0.4 pts	1.9% -0.2 pts	2.8% -0.1 pts	1.1% -0.7 pts	7.2% +0.8 pts	0.8% -0.1 pts	1.0% -0.1 pts	2.9%
	Unique Clicks	19.4 M 9.0%	4.5 M -6.6%	2.1 M -5.3%	6.5 M 13.2%	1.2 M 2.2%	2.9 M 45.2%	1.1 M -13.6%	699.6 K -1.0%	544.6 K
	Click to Open Rate	9.7% -0.3 pts	15.2% -0.4 pts	9.8% +1.0 pts	10.2% -0.7 pts	5.4% -2.1 pts	21.0% -2.4 pts	3.8% -0.3 pts	3.8% -0.2 pts	10.5%
Financial	Bookings	1.8 M 0.4%	467.4 K -15.5%	154.9 K -22.0%	554.1 K -4.8%	119.9 K -16.6%	245.3 K 44.6%	90.0 K 8.5%	69.9 K 15.1%	96.6 K
	Revenue	\$663.1 M 5.7%	\$177.7 M -13.1%	\$55.6 M -14.5%	\$200.3 M 0.4%	\$38.6 M -6.4%	\$98.5 M 47.9%	\$31.0 M 6.2%	\$24.8 M 17.9%	\$36.6 M
	Conversion Rate	9.3% -0.8 pts	10.3% -1.1 pts	7.5% -1.6 pts	8.5% -1.6 pts	10.4% -2.3 pts	8.6% -0.0 pts	8.3% +1.7 pts	10.0% +1.4 pts	17.7%
	Bookings per Delivered(K)	2.1 -13.2%	3.7 -18.7%	1.4 -24.6%	2.4 -19.0%	1.1 -49.9%	6.2 12.4%	0.7 13.7%	1.0 6.5%	5.2

## Campaign Summary

- Project Orange cannibalization (July) impacted eNews & Hotel Specials performance
- An increasing focus on content engagement impacted Solo YoY bookings
- Full year of travel inspiration content and new member inclusion led to lower email kpis & bookings for Concierge
- 2015 Lifecycle campaigns generated the highest volume, bookings, booking per delivered efficiency in the past 4 years
- Project Orange campaigns generated high open and click engagement and the highest Conversion rate out of any campaign





# 2015 Email program highlights

Drove consistent campaign  
+ experience & increased content  
engagement

# Updated METT & Lifecycles for increased consistency across more touchpoints

Along with METT, 18 Lifecycle campaigns were updated with new template, creative refreshes & other updates

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# Increased program updates and content engagement

Informational & Engagement Solo emails sent grew by 96.1% YoY

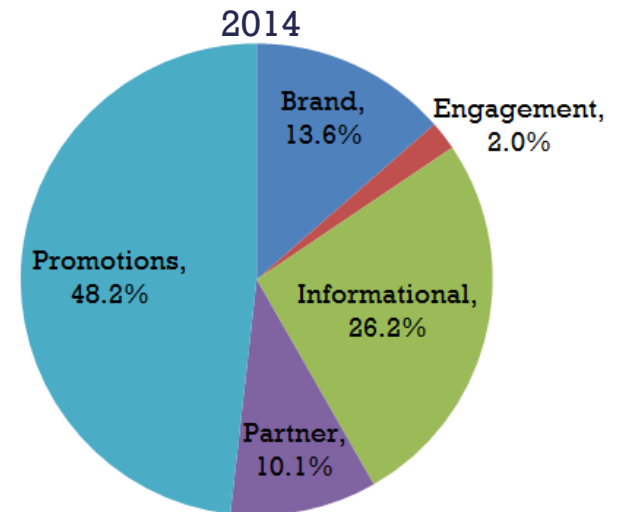
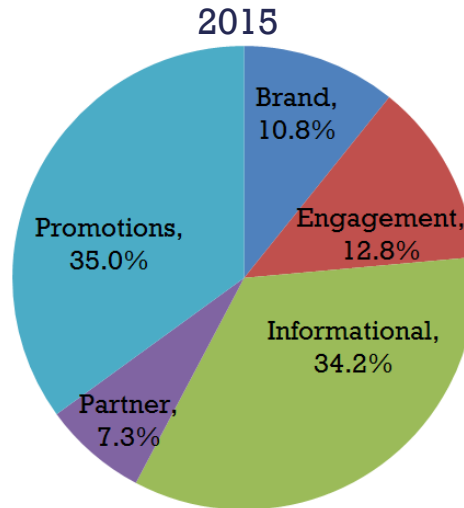
- Total Solo emails delivered increased 17.6% YoY to 235.4 M
- Promotional Solo volume decreased by 14.7 %

## 2015 Engagement Solos

- Year in Review
- MidYear Solo
- Mobile App

## 2015 Informational Solos

- SPG Merger
- Points Benefits
- Account Security
- Delta



# eNews supported more program engagement & travel content

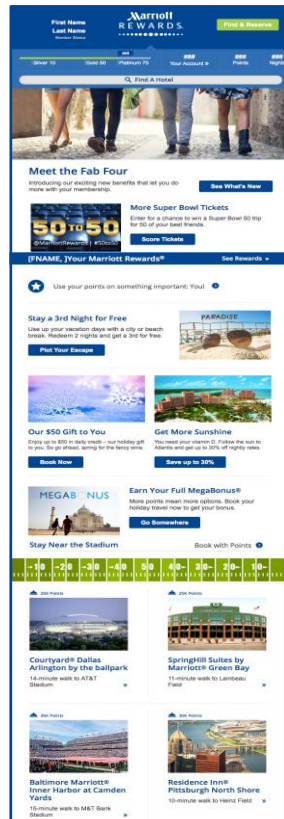
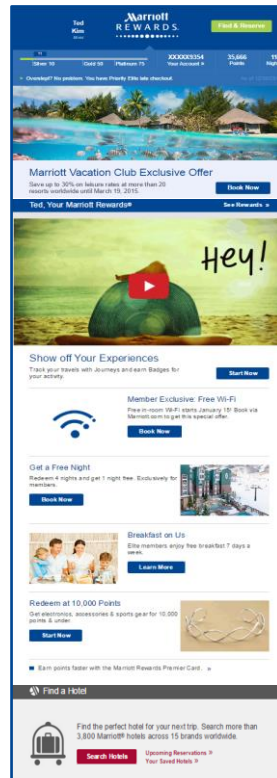
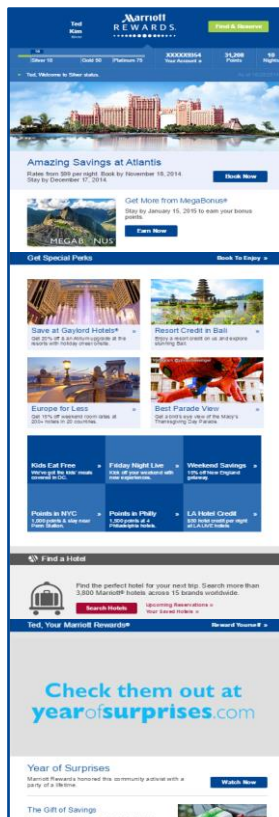
- Rewards content generated 21.6% of eNews clicks in 2015; 4.6% in 2014
- Personalized Rewards further by moving milestone

*Did we sacrifice bookings with a focus on program engagement?*

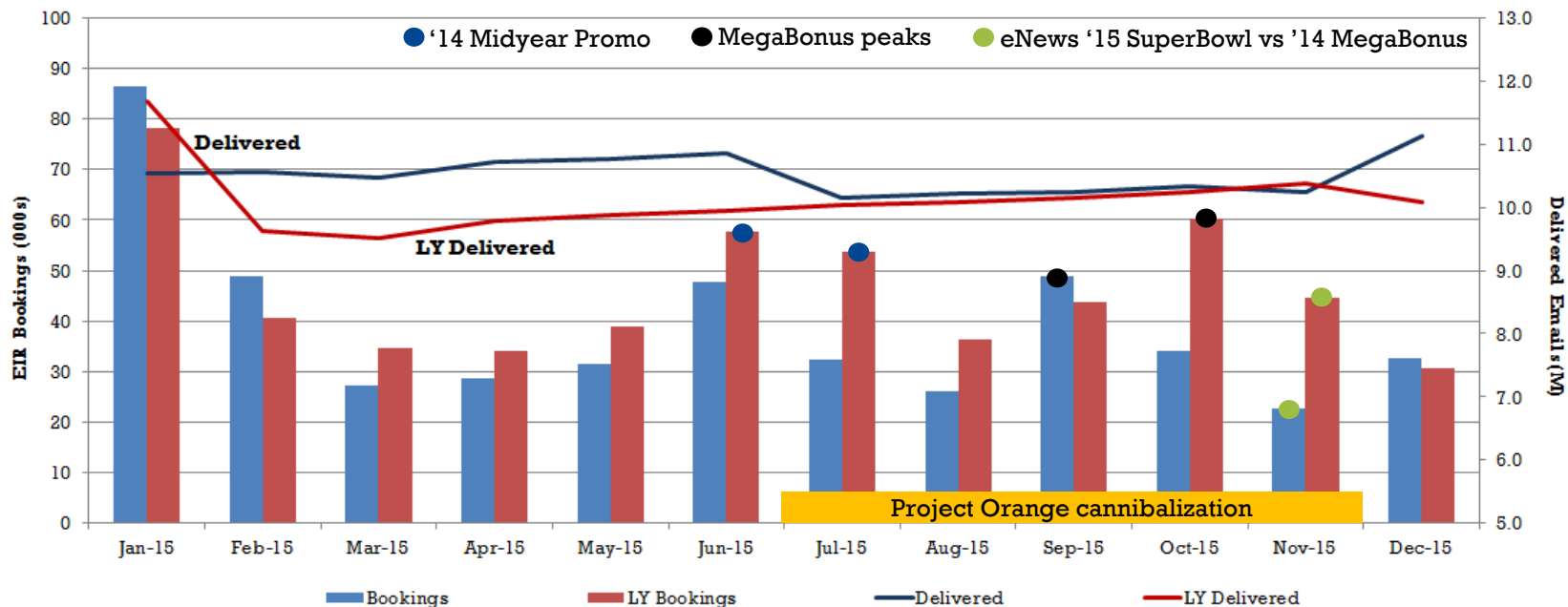
Rewards focus

Milestone in rewards

Optimize search access



# With the summer promo & PO segment, eNews may have driven the same bookings as LY



## Observations

- Bookings dropped 15.5% YoY, a drop of 85.5 K bookings, estimated shortfall from PO and Midyear promo is around 86 K
  - Project Orange Benefits: 62 K incremental bookings
  - MidYear Promo: 24 K incremental bookings

**Takeaways: Content engagement can support communication objectives & bookings**

Successfully drove a tailored  
+ experience with Project Orange  
segments

# Project Orange 2015: Curated content for target segments

Took Project Orange from initial campaign concepts to integrated, cohesive marketing campaign

- Style Guide and Image library
- Multi-channel
- Integrated content marketing strategy & calendar

Spearhead directed conversations with each PO segment through regular, personalized email communication

Established initial benchmarks & learning



# A holistic view directionally suggests continued positive impact from PO campaigns

“Apples to Apples”

- Does not include Destinations

Aug-Nov	Opens	Clicks	Bookings	Revenue
2014*	18.0 M	2.2 M	235.2 K	\$83.6 M
2015**	17.4 M	2.2 M	236.7 K	\$88.3 M
YoY Change	-546.6 K	5.6 K	1.6 K	\$4.7 M

“Full Comparison”

- Includes Destinations

2014*	18.0 M	2.2 M	235.2 K	\$83.6 M
2015 w/ Destinations	18.5 M	2.3 M	246.8 K	\$92.0 M
YoY Change	539.8 K	81.5 K	11.6 K	\$8.4 M

Note: Destinations was excluded in some analysis as it was an incremental PO mailing

Dec was excluded as PO was rolled back into eNews & there was no Destinations

\* Aug – Nov total of eNews & Hotel Specials

\*\* Aug – Nov total of eNews, Hotel Specials & PO Benefits, Offers

High level approximation suggested PO campaigns generated an increase in overall program revenue by \$8.4 M

# Several PO segment behaviors emerged

Generally, WHPH engaged more with PO communications than TSAT

- 30% higher Open% and CTO%
- 200% higher Conv%

2016 will provide segment level view & activity as well as elite status segmentation insight tracking & reporting

## WHPH Trends

- Increase product redemption content
- Lower than average engagement with Search
- Responded well to stay benefits

## TSAT Trends

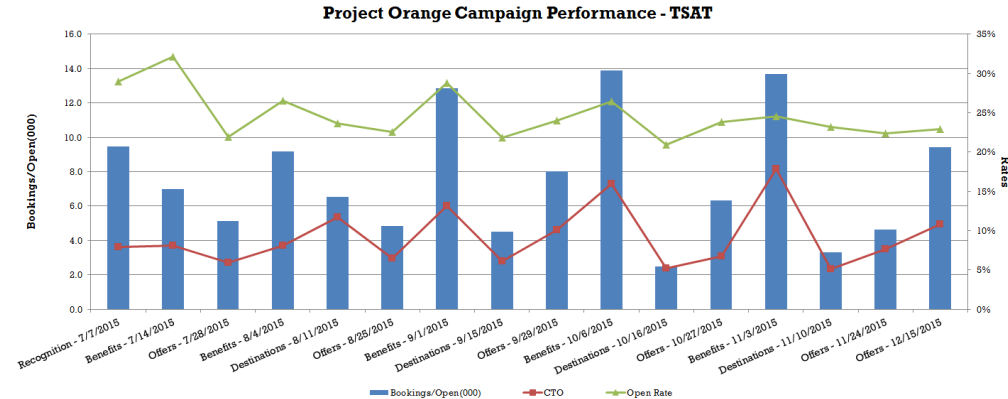
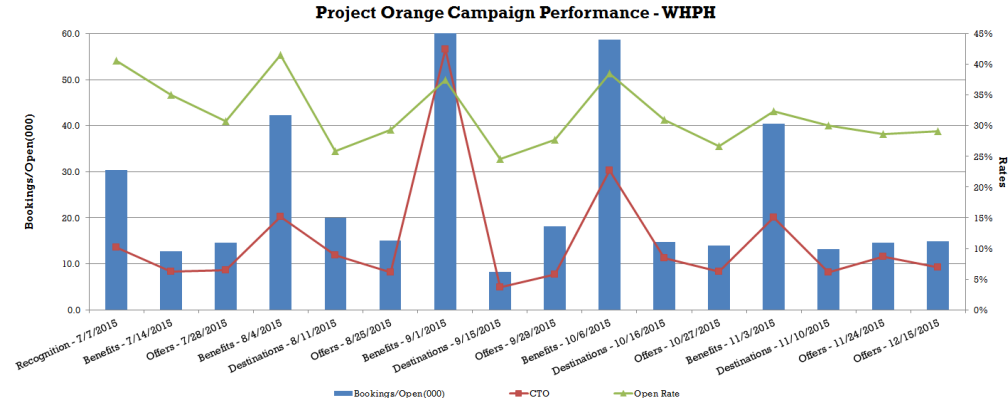
- Responded well to Hotel Openings & offers/deals
- Higher engagement with account information  
More likely to utilize search
- Responded to resort content & imagery

## Both segments:

- Engaged well with Survey & Videos
- Engaged with content throughout emails more than the base audience

# Project Orange campaign overview

- Benefits consistently drove the highest engagement
  - WHPH segments responded better to Benefits than WHPH holdouts to eNews
  - TSAT click engagement (CTO%) has increased each month
- WHPH engaged as well with Destinations as they did Offers
- TSAT click engagement with Offers was demonstrably better than with Destinations
  - Average CTO to Offers was higher than WHPH
- More accurate hold out structure is underway in 2016



# Project Orange priorities for 2016

Evolve communications to drive two main goals...

- Non-Member Acquisition
- Increase Elite level growth

...& two sub-goals

- Encourage new brand trial
- Instigate leisure stay

Better alignment with global marketing initiatives

Increase ongoing insight and deploy Test & Learn roadmap

Custom offer creation & asset creation

+ Built on success of 2014 Year in Review

## 2014 learnings

- ✓ Multiple touchpoints were effective
- ✓ Leverage end of year energy
- ✓ Need to be unique & rise above inbox and holiday clutter
- ✓ Include as many members as possible



## 2015 executions

- ✓ Increased campaigns across more touchpoints
- ✓ 60/40 weighting: 2015 recap vs 2016 opps
- ✓ Evolving & unique campaign that all eNews audience could participate

- 
- ✓ Continue to reflect member activity



- ✓ Leveraged member data & segmentation to create traveler personas

- 
- ✓ Provide a forum to engage



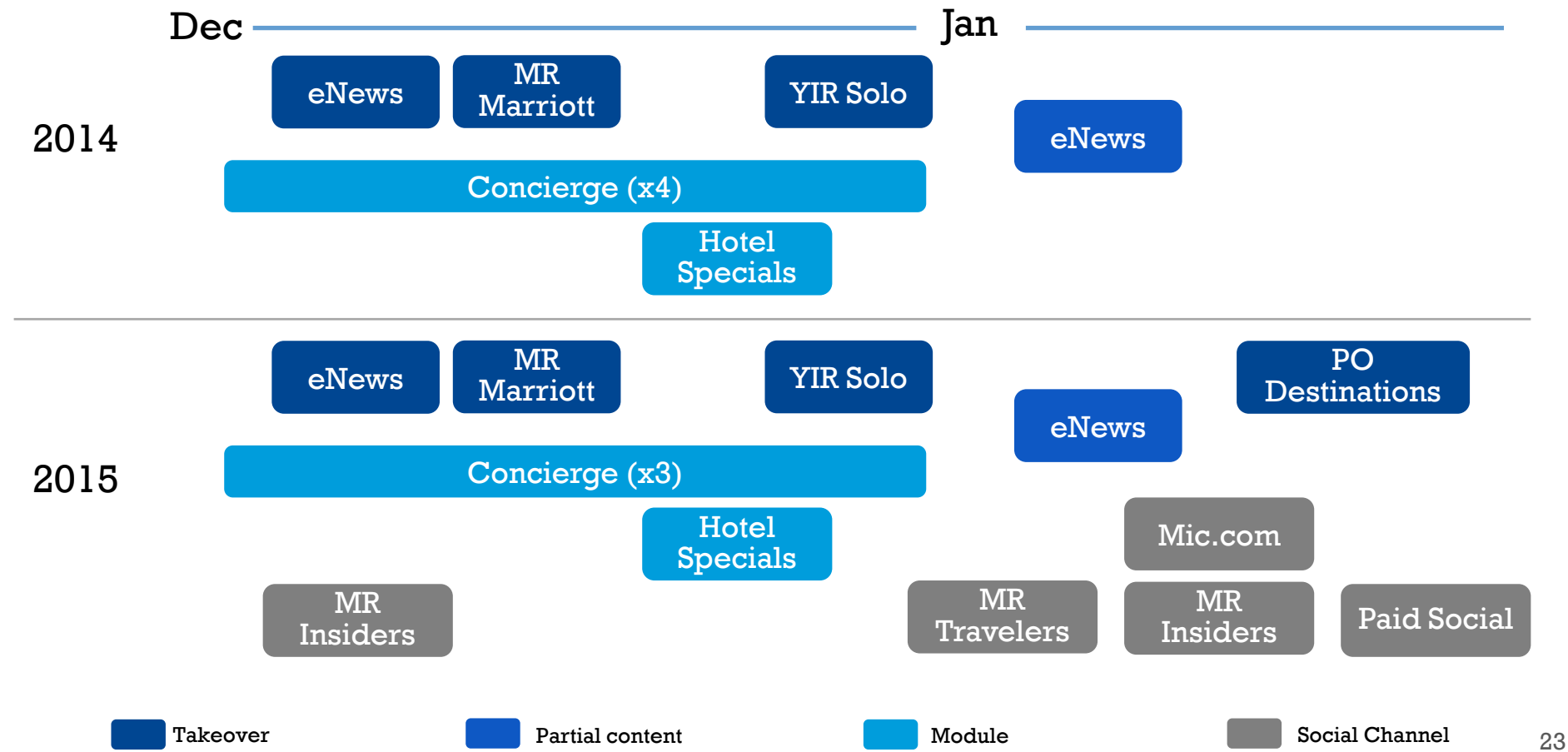
- ✓ Increase engagement with content, quiz vs passive video
- ✓ Ability to create longevity to the campaign & assets

- 
- ✓ Received great organic distribution



- ✓ Increased ability to share
- ✓ Multi-channel & partner integration

# Increased touchpoints & improved integration



# 2015 YIR campaign generated 9.5 M views & 611 K clicks

'14 Dec Campaigns	Delivered	Open	Click	CTO%	EIR Bookings	EIR Revenue	Bk/Del (K)
eNews	10.1 M	3.0 M	284.1 K	9.5%	30.5 K	\$10.5 M	3.0
Mr Marriott	7.6 M	2.6 M	48.4 K	1.8%	5.4 K	\$1.6 M	0.7
YIR Solo	3.4 M	1.1 M	275.7 K	25.8%	23.5 K	\$8.5 M	6.9
<b>2014 Total</b>	<b>21.1 M</b>	<b>6.7 M</b>	<b>608.2 K</b>	<b>9.1%</b>	<b>59.4 K</b>	<b>\$20.7 M</b>	<b>2.8</b>

eNews and Mr Marriott generated similar engagement YoY while the Solo underperformed to expectations

- 2014 generated almost 5x the Click to open rate; 2014 Solo contained 2x the amount of content as 2015

**Increase member & program content**

- Open rate difference was significant; the **subject line was more personal and member-centric**

2015 Quiz: Discover Your Travel Resolution 21.7% Open rate

2014 We made this video just for you: 31.3% Open rate

2015/2016	Delivered	Open	Click	CTO%	EIR Bookings	EIR Revenue	Bk/Del (K)
Dec eNews	11.1 M	2.9 M	292.2 K	10.1%	32.7 K	\$11.4 M	2.9
MR Marriott	8.1 M	2.3 M	82.9 K	3.6%	5.8 K	\$1.9 M	0.7
Dec YIR Solo	10.0 M	2.2 M	163.3 K	7.5%	12.8 K	\$4.6 M	1.3
Jan eNews	10.5 M	N/A	22.9 K	N/A	870	\$325.4 K	N/A
Jan PO Destinations	1.1 M	288.8 K	15.2 K	5.3%	2.3 K	\$1.0 M	2.0
<b>2015/2016 Total</b>	<b>40.8 M</b>	<b>7.6 M</b>	<b>576.5 K</b>	<b>7.6%</b>	<b>54.5 K</b>	<b>\$19.2 M</b>	<b>1.8</b>

- Jan eNews partial content support

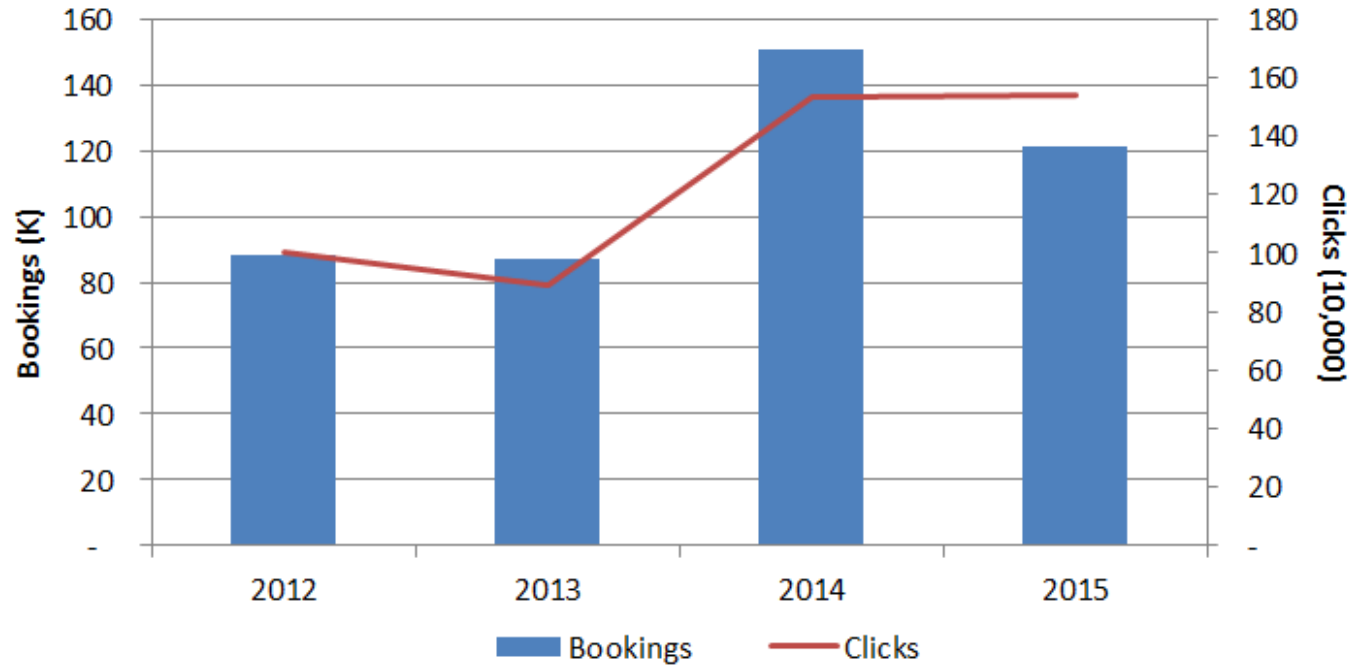
Quiz / 2016 Experiences	Impressions	Clicks	Engagements
MR Paid Social	1.9 M	28.0 K	30.5 K
.Mic	56.6 K	3.2 K	610 ***
MR Insiders	N/A	2.0 K	66
Marriott Traveler	N/A	1.0 K	N/A
<b>Total</b>	<b>1.9 M</b>	<b>34.3 K</b>	<b>31.2 K</b>

- Engagements include \*website clicks & \*\*Social media activity
- .Mic media includes Newsletter, Tumblr, Twitter, Facebook

Note: PO creative leveraged 2016 travel inspiration theme for creative

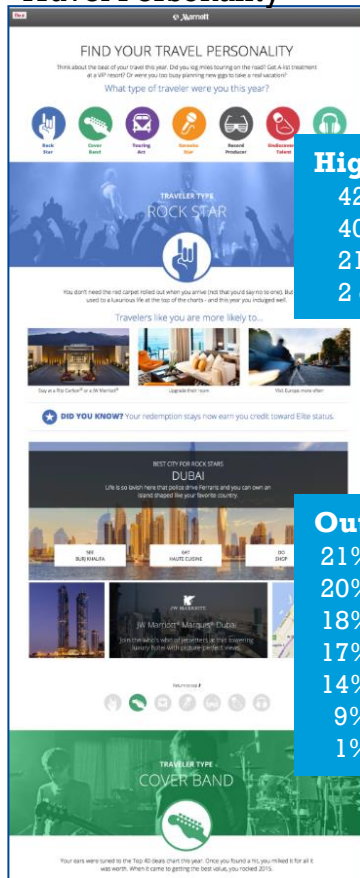


# 2015 YIR campaign generated 62% more clicks & 40% more bookings than 2012 & 2013



# 276 K visits to YIR landing pages

## Travel Personality



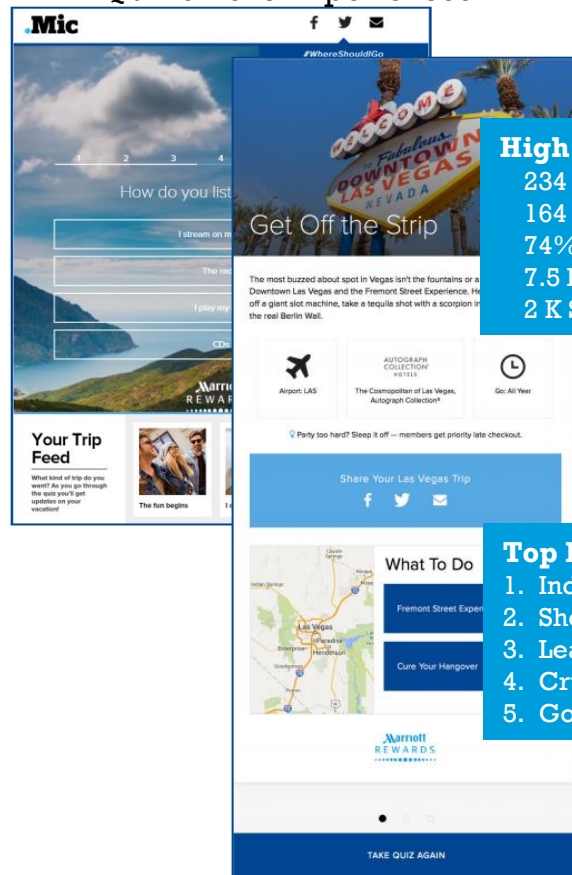
### High level stats

42 K Sessions  
40 K Unique users-50% 1<sup>st</sup> week  
213 Bookings  
2 enrollments

### Out of 10.6 M (eNews)...

21% DJ  
20% Cover Band  
18% Rock Star  
17% Karaoke Star  
14% Record Producer  
9% Undiscovered  
1% Touring Act

## Quiz & 2015 Experiences



### High level stats

234 K Sessions  
164 K Unique users-59% from email  
74% Quiz Completions  
7.5 K Clicks  
2 K Shares

### Top Experiences

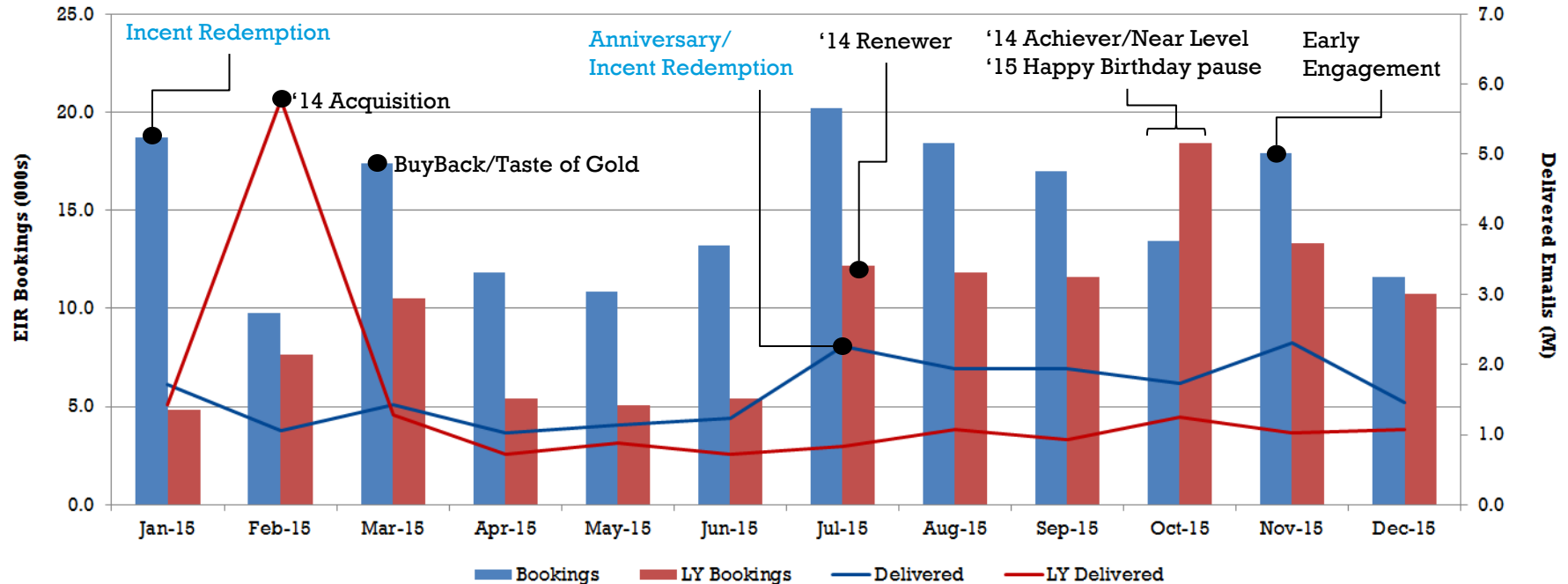
1. Indulge at a Candlelit Spa (Costa Rica)
2. Shop Bangkok's Floating Markets
3. Learn to Meditate in Bali
4. Cruise the South Pacific
5. Go Country at the CMA Music Festival

# Campaign components to carry into 2017

- Near end of year: Thank members, recap accomplishments and highlight opportunities for 2017
- Continue to incorporate member data in a way that is personal and dynamic
- Leverage relationships with other channels for future content support & collaboration
- Increase community interaction by developing & encouraging shareable content

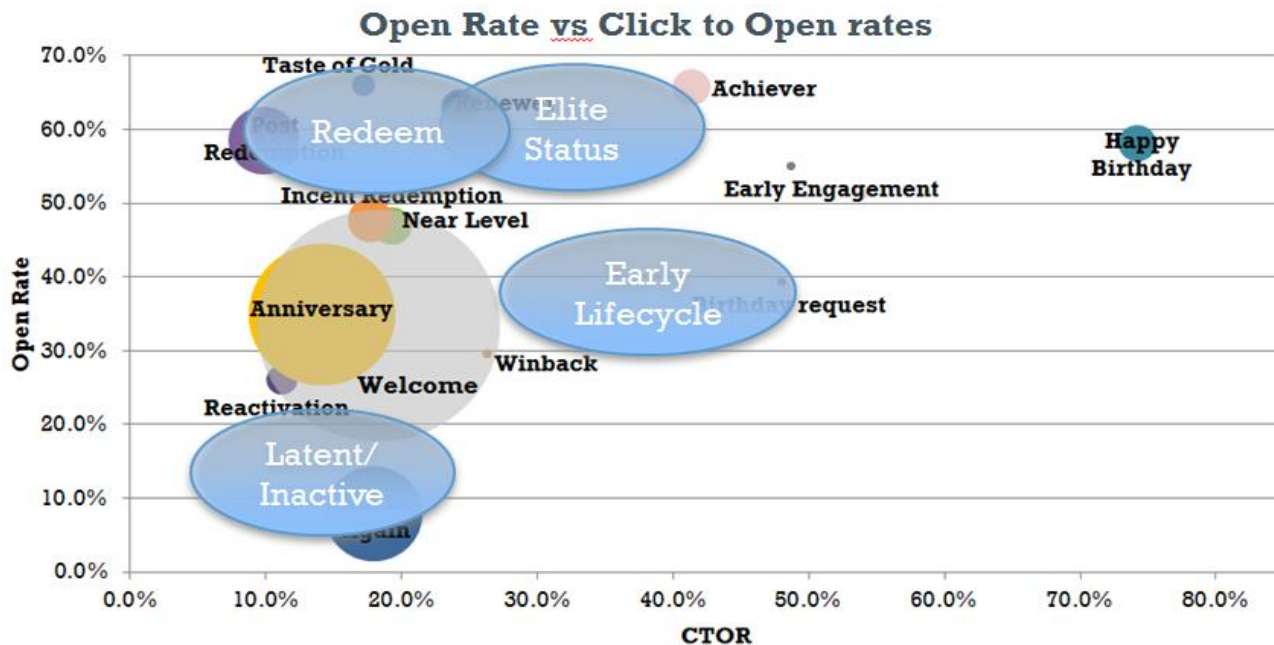
+ Lifecycle campaigns generated  
45% more bookings & clicks YoY

# New Lifecycles continued to drive growth



- 10 new campaigns launched since July '14
- New lifecycle campaigns revolved around member status & activity
  - Elite status
  - Redemption
  - Commemorative: Birthday request & Anniversary

# Redemption, Elite status & commemorative campaigns drove high engagement



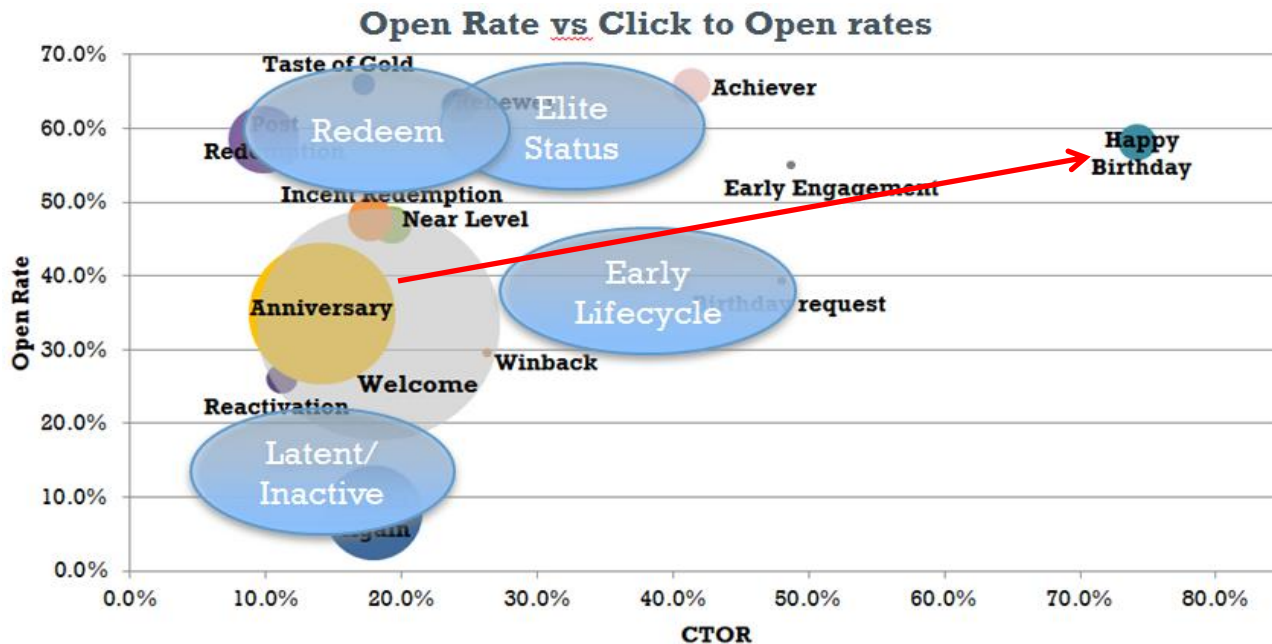
**While Orchestration may provide opportunities for new campaigns, optimizing existing campaigns may be the path to continued gains**

Redemption & Elite Status emails: Optimize through increasing relevancy & highlighting Halo properties

Early Lifecycle: Monitor Onboarding campaign and segment content based on member engagement

Latent/Inactive: **Incrementally optimize to showcase new program features & offering; incentives**

# Anniversary has the most potential for growth



- Anniversary launched in June & generated >2x the volume of any lifecycle email, >8x more than Happy Birthday monthly
- Happy Birthday 60% higher bookings due to free night certificate

**Takeaway: Optimizing Anniversary (ie night's credit gift) may provide the greatest yield**

2015 Fall & Spring MegaBonus  
+ generated 66% more bookings  
than in 2014



# Increased touchpoints and presence in other communications helped YoY efforts

MegaBonus	Delivered	Bookings	Revenue	Booking/ Del (K)
2015	102.4 M	338.4 K	\$126.0 M	3.3
Spring	50.8 M	186.4 K	\$69.9 M	3.7
Fall	51.7 M	152.0 K	\$56.1 M	2.9

MegaBonus	Delivered	Bookings	Revenue	Booking/ Del (K)
2014	75.9 M	203.3 K	\$72.1 M	2.7
Spring	32.6 M	92.4 K	\$33.0 M	2.8
Fall	43.3 M	110.9 K	\$39.1 M	2.6

Note: Midyear campaign excluded for apples-apples comparisons

## Touchpoint Summary

- Preview
- Announcements
- Registration Confirmation
- Reminders
- Check-ins
- eNews/Benefit
- Summary

## Touchpoint Summary

- Announcements
- Registration Confirmation
- Reminders
- eNews

## Observations

- 2015 MegaBonus generated 66% more bookings YoY and 23% higher booking/delivered
- Addition of touchpoint sand increased presence in eNews/Benefits drove a high volume of bookings efficiently

## Takeaways

- 2016 evolution may increase opportunities for additional interactions & touchpoints as well as leveraging MegaBonus as content

+ Concierge delivered travel tips  
& insight

# There were significant differences between New & Existing audiences

## New members were opted into Concierge on Feb '15

- By end of year, this segment was 50% larger than the existing Concierge/eBreaks audience

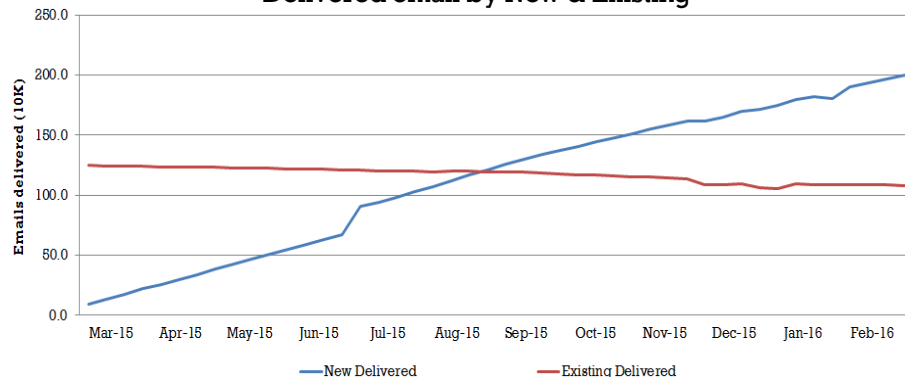
## New member Open rate decreased over time, impacting overall performance

- New members may have been negatively impacted by the weekly frequency

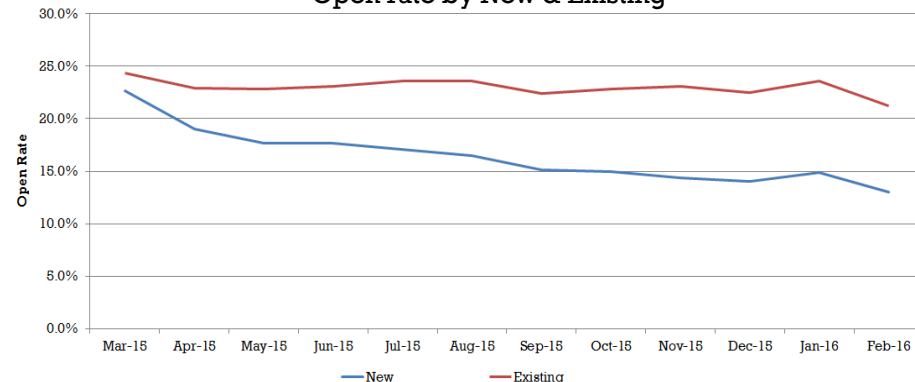
## Click to Open engagement was similar across New & Existing segments

- Good content resonates across all segments

Delivered email by New & Existing



Open rate by New & Existing



# Reaction Module increased click engagement by 15% & generated initial learnings

## Most positive

First Name  
Last Name  
Member Status

Marriott  
REWARDS

Find & Reserve

Silver 10Gold 50Platinum 75Your AccountPointsNights

Enjoy great weekend deals at 20% off with eBreaks!As of 07/02/2015

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**5 "Secret" Wine Trails in North America**  
Taste your way along these wine trails – the first is the answer to last week's trivia question. Just don't let the locals know we shared their best-kept secret.

**New Mexico Wine Trail ▶**  
Begin your tour of this enchanted wine region in Santa Fe. Sample more New Mexico wines at the regional wine festivals.

**La Route des Vins ▶**  
Ride your bike through picture-perfect villages and discover the wine road east of Montreal; there are 21 wineries along the way.

**Lake of the Ozarks Wine Trail ▶**  
Experience Germany without leaving Missouri! This craft wine region serves Rhine-style vintages with lakeside fun.

**Mason-Dixon Wine Trail ▶**  
Sip Pat Cat Red at Four Springs Winery in Pennsylvania; then "hog" over the Mason-Dixon line to taste the Vidal at Royal Rabbit.

**Paso Robles Downtown ▶**  
Forget Napa. For an authentic California wine country experience, sip your way around the 14 wineries in this historic city.

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Are Wine Trails Interesting?  
Click the response that fits best.

★★★★  
I Want a Wine Trip

★★★  
My Palate's More Refined

★  
No Wine for Me

## Least positive

First Name  
Last Name  
Member Status

Marriott  
REWARDS

Find & Reserve

Silver 10Gold 50Platinum 75Your AccountPointsNights

Save 20% on your hotel this weekend with eBreaks!As of 07/02/2015

**GOTTA GET IT**  
**Travel Tech & Gear**  
Hit the road, rails or air in style with the latest gear to help you stay connected and get where you're going with ease.

Mophie Powerstation

Bose QuietComfort 20 Headphones

SCOTTVEST Molly Jacket  
Photo Source: Mophie, Bose, SCOTTVEST, Bluesmart

Bluesmart Connected Luggage

Want More Shopping Tips in Email?  
Choose one of the options below.

★★★★  
Yes, Shopping!

★★★  
I Might Buy Something

★  
Not Buying Anything

## Most engaged

First Name  
Last Name  
Member Status

Marriott  
REWARDS

Find & Reserve

Silver 10Gold 50Platinum 75Your AccountPointsNights

Find & Reserve Hotel

San Francisco, CA

San Francisco  
Daly City

**MEMBERS' CHOICE**  
**Top U.S. Cities Ranked by Members**  
Marriott Rewards® insiders voted on their favorite cities of 2015 – here are the most popular spots. What's your favorite city? Tell us on Twitter: #MyFavMRCity!

**1 San Francisco ▶**  
"The city by the bay is #1!" says shoeman1000.  
When in town ... make reservations at AL's Place.

**2 New York City ▶**  
"NYC is super accessible year round," says sandi.  
When in town ... ride the Staten Island Ferry.

**3 Chicago ▶**  
"For me, it's Chicago all the way," says ks77.  
When in town ... see a show at the Goodman Theatre.

Was This Email Interesting?  
Click below to share your thoughts.

★★★★  
Yay! San Francisco!

★★★  
My City is Missing

★  
Nothing New Here

## Least engaged

First Name  
Last Name  
Member Status

Marriott  
REWARDS

Find & Reserve

Silver 10Gold 50Platinum 75Your AccountPointsNights

Enjoy great weekend deals at 20% off with eBreaks!As of 07/02/2015

**SIP & DINE**  
**5 Reservation-Worthy Restaurants**  
Sometimes travel is all about the food. So, we've curated a list of restaurants for you to try on your next trip. The meal alone is worth the stay.

**AC Lounge, Miami Beach, FL ▶**  
Try laps, like avocado toast and herb-rubbed roast chicken, paired with one of five variations on the classic gin and tonic.

**The Clocktower, New York, NY ▶**  
Enjoy city views from the iconic Metropolitan Life building while dining on contemporary cuisine from a Michelin-starred chef.

**The Dec Rooftop, Chicago, IL ▶**  
Sip and savor high above the Magnificent Mile. Enjoy small bites, hand-crafted cocktails and amazing views.

**Eleve Restaurant, Charleston, SC ▶**  
Order the bison tenderloin with butternut squash and Brussels sprouts paired with Cabernet Sauvignon.

**Zenita Bar & Grille, St. Louis, MO ▶**  
Stay connected over cocktails and crab cakes; each seat in this new restaurant has 2 USB ports & outlets. See more photos below.

Interested in New Restaurants?  
Click below to share your thoughts.

★★★★  
Get Me a Reservation!

★★★  
A Few Look Tasty

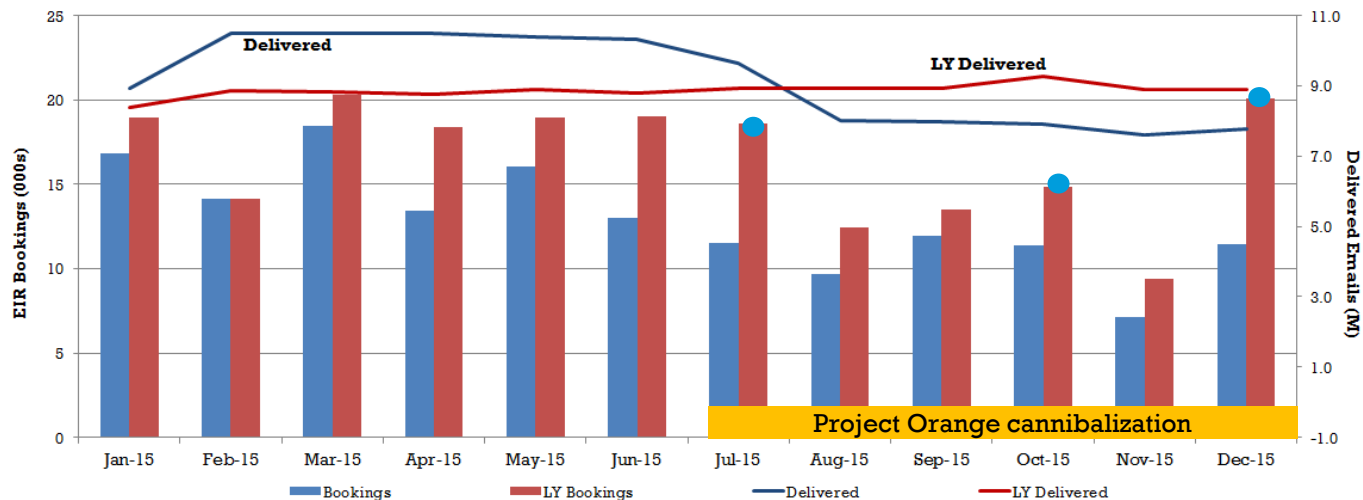
★  
I'm Not Hungry

# Learnings to carry forward for Destinations

- Members engaged well with content that was:
  - Timely/Seasonal
  - Inspirational & helpful
  - Thematic vs destination focused
- Numbers/lists & teasers in subject lines
- Good topics resonate across segments
- Better awareness and connections with internally-produced content
- Need to monitor change in interaction with frequency change

Hotel Specials performance  
+ improved starting the 2<sup>nd</sup> half of  
2015

# There were 3 main factors that contributed to YoY decrease in bookings



● 2014 brand offers drove spikes in bookings

## July

- 20% off Courtyard
- Gaylord Resort credit

## Oct

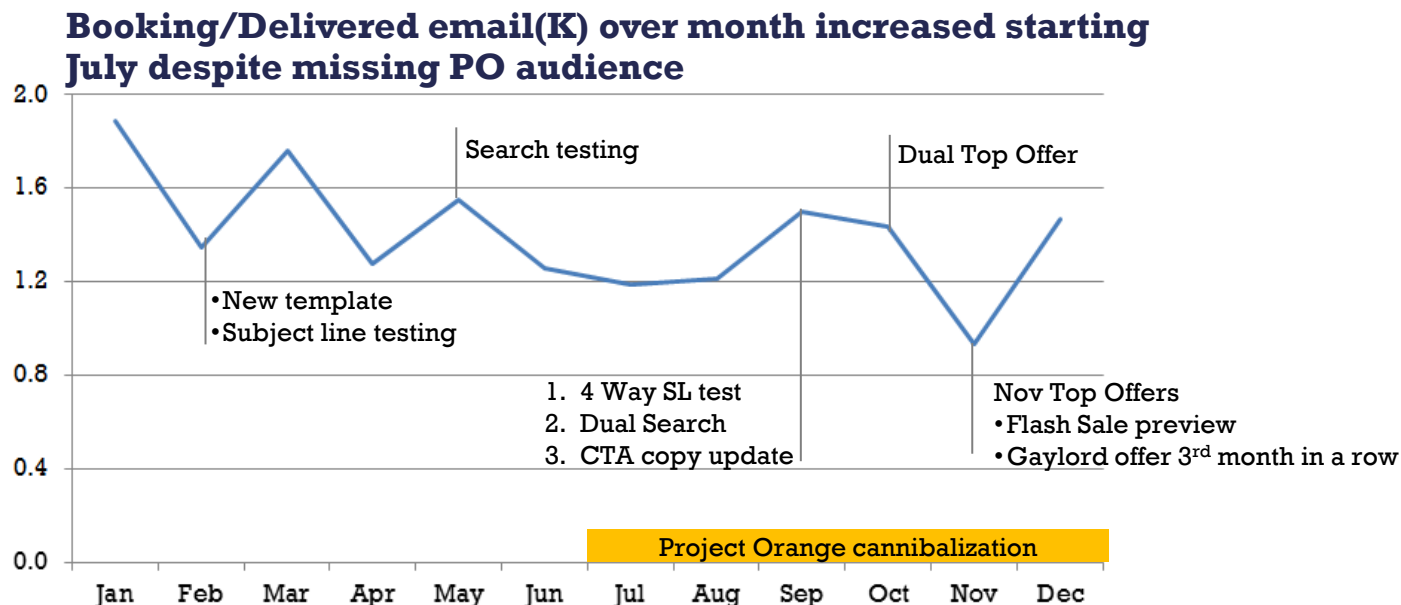
- Atlantis launch offer
- Gaylord 20%

## Dec

- 50 K pt Gaylord Giveaway

1. Project Orange cannibalization
2. 2014 Hotel Specials featured compelling brand offers
3. Suboptimal subject line 1<sup>st</sup> half of the year

# However, incremental optimizations improved booking/del(K) in the 2<sup>nd</sup> half of the year



- Cannibalized Project Orange audience generated an estimated 4.4 booking/Del (K)
- A combination of incremental optimization & testing launched in Sept
- Dual Top Offers launched in Q4, which may have helped drive bookings

**Takeaways: Top Offer section in Hotel Specials has value with the right content**



# Testing wins: A winning subject line was identified

Oct/Sept Subject Line	Delivered	Open	Open Rate	CTO%	Conv%	Booking / Del(K)
143 Deals You'll ♥ (Control)	4.0 M	729.2 K	18.4%	9.9%	7.8%	1.4
Where will you go this October?	4.0 M	767.4 K	19.3%	9.2%	8.4%	1.5
Jim's October Deals + Discoveries	4.0 M	762.3 K	19.2%	9.4%	8.7%	1.6
Jim's October Travel Deals	4.0 M	784.6 K	19.7%	9.8%	8.5%	1.7

Nov/Dec Subject Line	Delivered	Open	Open Rate	CTO%	Conv%	Booking / Del(K)
December Travel Deals for First	5.1 M	931.9 K	18.4%	9.2%	7.3%	1.2
First's December Travel Deals	5.1 M	934.9 K	18.4%	8.9%	7.5%	1.2
Just in: Your December Travel Deals	5.2 M	950.5 K	18.2%	8.6%	8.1%	1.3

\*99% confidence

## Observations

- The winning subject line would have resulted in 360 K more opens and 670 additional bookings between Sept –Dec if implemented as opposed to the original “143 Deals You’ll ♥”

## Takeaways

- 2016 focus is to broaden the pool of quality while continuing to optimize content, layout & positioning

# Revisit and re-align on 2016 Learning Agenda

- Focus on larger scale, larger impact testing that impacts the program and less incremental campaigns
- Prioritize learning that demonstrably drives towards Project Orange goals
- Separate from tactical optimizations to improve performance (subject line test & roll)

## Sample Test & Learn | Roadmap

Q2 2016 April - June	Q3 2016 July - September	Q4 2016 October - December	Q1 2017 January - March	Q2 2017 April - June
				
<p><b>Question:</b> What is the profile of our best customer?</p> <p><b>Hypothesis:</b> Best customer purchases cross-category at x times per year with an ave order size of \$.</p> <p><b>Test Options:</b></p> <ul style="list-style-type: none"><li>•</li></ul>	<p><b>Question:</b> Does personalization based on customer preferences and declared interests drive usage?</p> <p><b>Hypothesis:</b> Preference driven personalized offers/positioning of content based on a customer's selection, will drive repeat usage</p> <p><b>Test Options:</b></p> <ul style="list-style-type: none"><li>• Gender imagery</li><li>• Category image (lifestyle)</li><li>• Hierarchy of message content</li><li>• Showcase complementary merchants</li><li>• Personalized offers</li></ul>	<p><b>Question:</b> Does consistent messaging play a role in engagement?</p> <p><b>Hypothesis:</b> Regular cadence of base messaging will drive on-going engagement, loyalty and keep users involved with the brand especially when they are out of the buying cycle</p> <p><b>Test Options:</b></p> <ul style="list-style-type: none"><li>• Introduce monthly communication(s)</li><li>• Use of consistency in branding of the message and subject line</li><li>• Consistent deployment period</li></ul>	<p><b>Question:</b> What merchant categories drive usage? Which are customers next likely to use?</p> <p><b>Hypothesis:</b></p> <p><b>Test Options:</b></p>	<p><b>Question:</b> Which acquisition sources should we continue to invest in?</p> <p><b>Hypothesis:</b></p> <p><b>Test Options:</b></p>



# Key Takeaways

# 2015 Key Takeaways

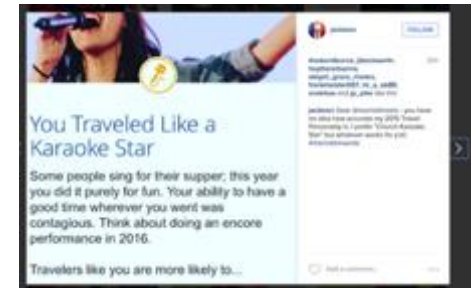
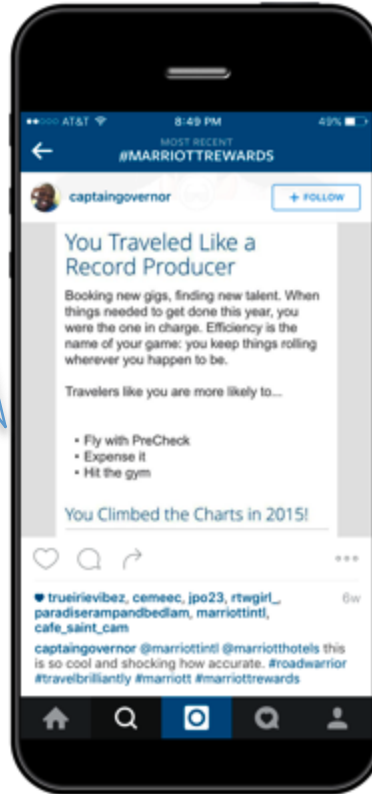
- ❖ **Content engagement is necessary to drive Personal Fulfillment**
- ❖ **Leveraging member data to present relevant content should be an evergreen activity**
  - Increase opportunities to reflect member data & behavior (e.g. eNews Account module, Year in review)
  - Continue to evolve Travel Inspiration through aligning content with member behavior/preference
  - Broaden the pool of quality offers to increase propensity model relevancy
- ❖ **Established benchmarks for newer initiatives to evaluate efforts and achieve goals**
  - Increase Project Orange growth and engagement
  - Refine Destinations content to relevant and inspiring content
- ❖ **Incremental optimizations will drive improvements to strong performing campaigns**
  - New touchpoints and booking CTAs for MegaBonus and Midyear promo
  - Embrace test & roll for subject lines across base & automated campaigns
  - Halo properties & destinations as inspirational content
- ❖ **Leverage promotions as incentives during key member lifecycle moments**
- ❖ **Revamp test & learn roadmap to focus on larger and broadly applicable learning**
- ❖ **An enhanced KPI dashboard will help determine the influence of email program**

+ Thank You!

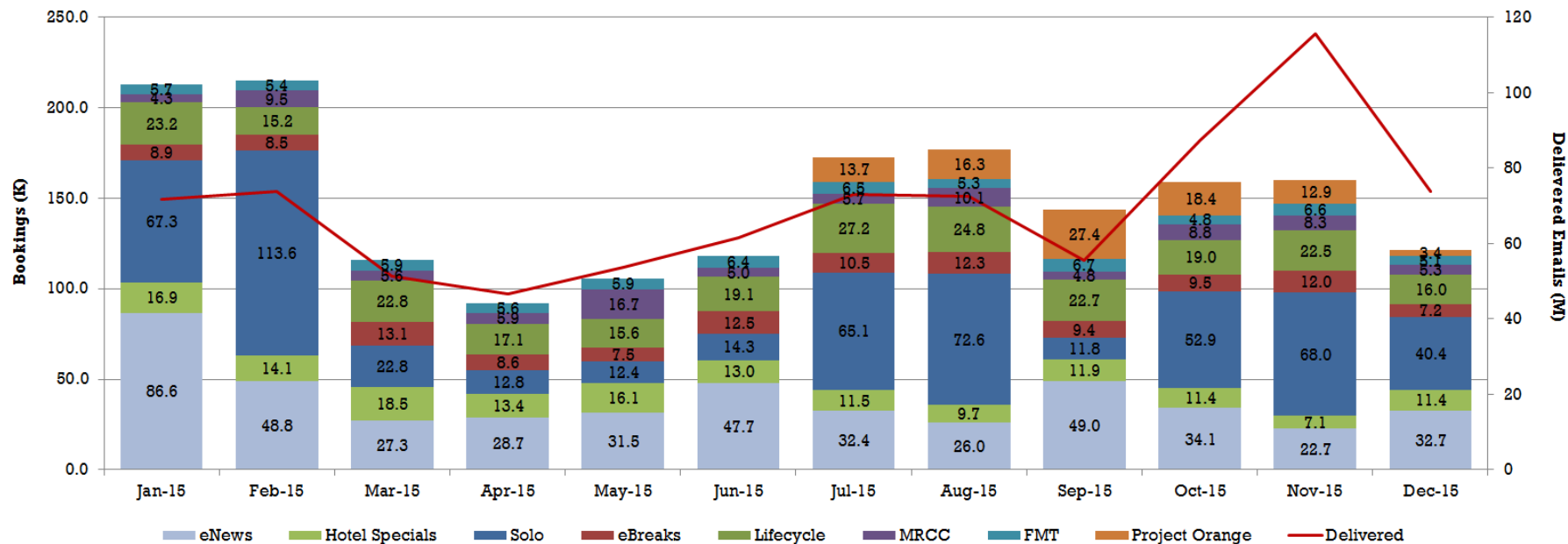


# Appendix

# Traveler Type Buzz

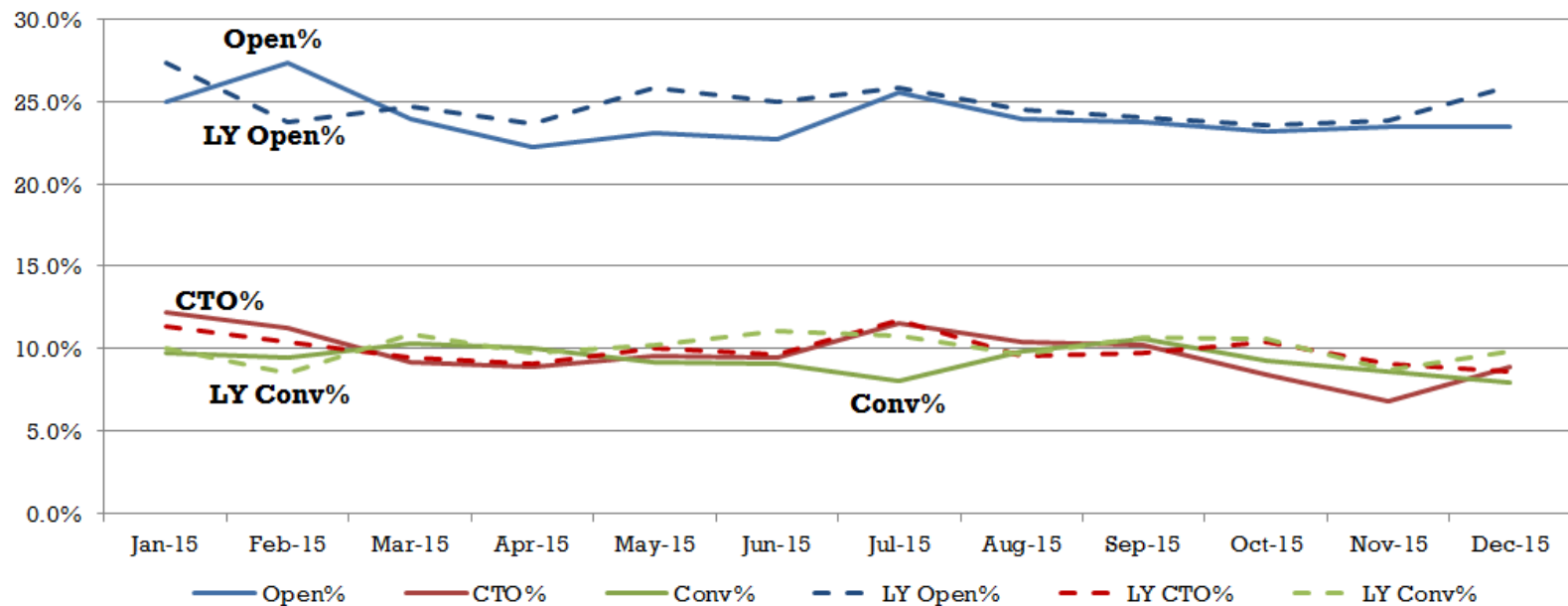


# Executive Summary: 2015





# MoM & YoY KPI trends: 2015



# 2014 YIR Solo featured more content to member/program infographics

