

The background of the slide is a photograph of the JW Marriott Phuket Resort & Spa. It shows a large, open-air courtyard with a central pool area. The buildings have traditional Thai-style roofs and are illuminated from within, casting a warm glow. The sky is a mix of orange, yellow, and blue, indicating a sunset or sunrise over the ocean. There are palm trees and other tropical plants scattered throughout the scene.

○ MARRIOTT BONVOY EMAIL PROGRAM

April 2019 Review

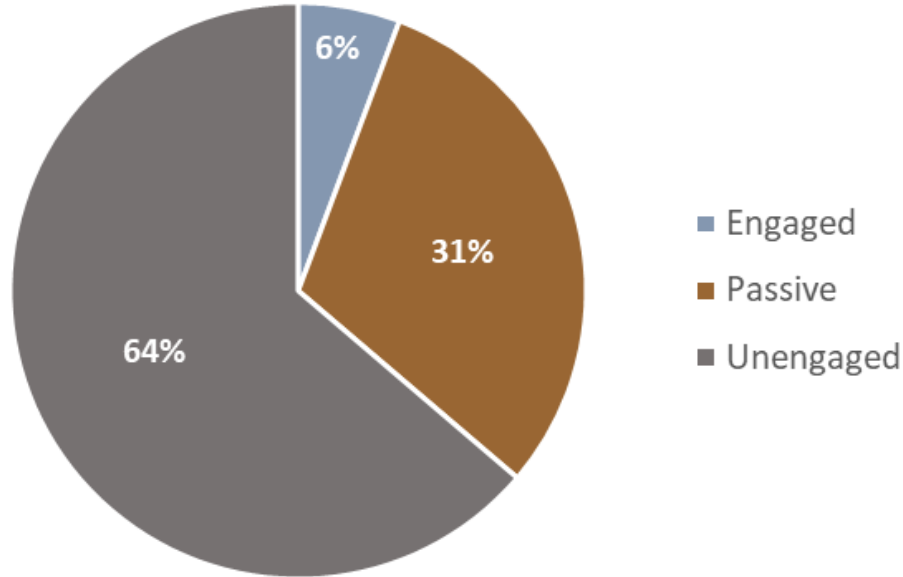
June 5, 2019

TODAY'S AGENDA

1. Performance Summary
2. Key Initiatives & Campaigns
3. Tests and Optimizations
4. Actionable Insights

PERFORMANCE SUMMARY

37% OF MEMBERS ENGAGED IN APRIL '19 EMAILS



37% of members are opening and clicking on emails; up 2 pts. MoM

Increase in delivered emails (+2%) led to increased engagement

Engaged: Opened and clicked 1+ emails
Passive: Opened, but did not click
Unengaged: Did not open and did not click

APRIL 2019 PERFORMANCE SUMMARY

- Delivered 197M emails, up 2% MoM; Cobrand made up 41% of total and drove overall KPIs
- Increase in delivered did not result in more total opens & clicks MoM; rates slightly below March
- Financial KPIs saw declines due to non-revenue driving emails; MAU drove 24% of financials

Engagement	197.3 M Emails Delivered +1.9% MoM	17.1% Open Rate -1.2 pts. MoM	1.0% CTR -0.3 pts. MoM	5.8% CTOR -1.0 pts MoM	0.24% Unsubscribe Rate -0.02 pts. MoM
Financials	42.3 K Bookings -9.7% MoM	95.4 K Room Nights -11.4% MoM	\$16.2 M Revenue -13.4% MoM	0.21 Bookings/Delivered (K) -11.4% MoM	2.2% Booking Conv. +0.2 pts MoM

APRIL HIGHLIGHTS

- Open rate declines seen across all campaign categories; implement earlier email reengagement tactics to combat signs of attrition
- Moments delivered 11M emails, up 41% MoM; avg. open rate of 24% above April avg.
 - Sent 3 bi-weekly emails and 3 regional emails
 - Engagement steady across all touchpoints
- Top 3 revenue generating emails; mix of booking & non-booking focused messages
 - MAU at \$3.8M
 - Cobrand at \$3.3M
 - Promo \$2.7M

APRIL 2019 EXECUTIVE DASHBOARD

Metrics	ATM	Brand BPP	Cobrand	MAU	METT	Promo	RTM	Solo	Moments	Total
Sent	2.7 M <small>-44.1%</small>	10.1 M <small>+28.3%</small>	81.0 M <small>+133.9%</small>	31.8 M <small>-0.4%</small>	13.7 M <small>-46.7%</small>	34.2 M <small>+44.9%</small>	537.3 K <small>+13.1%</small>	15.5 M <small>-75.1%</small>	11.3 M <small>+40.8%</small>	200.9 M <small>+0.7%</small>
Delivered	2.7 M <small>-44.4%</small>	10.0 M <small>+28.8%</small>	80.4 M <small>+134.8%</small>	30.6 M <small>-0.1%</small>	13.1 M <small>-47.9%</small>	33.5 M <small>+47.6%</small>	468.6 K <small>+11.8%</small>	15.3 M <small>-74.4%</small>	11.2 M <small>+40.8%</small>	197.3 M <small>+1.9%</small>
Delivery Rate	98.7% <small>-0.6 pts</small>	98.7% <small>+0.4 pts</small>	99.3% <small>+0.4 pts</small>	96.3% <small>+0.3 pts</small>	95.7% <small>-2.2 pts</small>	97.8% <small>+1.8 pts</small>	87.2% <small>-1.0 pts</small>	98.6% <small>+2.8 pts</small>	99.5% <small>+0.0 pts</small>	98.2% <small>+1.2 pts</small>
Opens	523.3 K <small>-46.8%</small>	1.6 M <small>-10.4%</small>	11.6 M <small>+112.9%</small>	6.0 M <small>-6.0%</small>	2.4 M <small>-50.2%</small>	6.5 M <small>+46.0%</small>	124.5 K <small>+6.9%</small>	2.3 M <small>-75.1%</small>	2.7 M <small>+32.6%</small>	33.8 M <small>-4.5%</small>
Open Rate	19.3% <small>-0.9 pts</small>	16.2% <small>-7.1 pts</small>	14.4% <small>-1.5 pts</small>	19.7% <small>-1.2 pts</small>	18.3% <small>-0.8 pts</small>	19.4% <small>-0.2 pts</small>	26.6% <small>-1.2 pts</small>	15.2% <small>-0.4 pts</small>	24.0% <small>-1.5 pts</small>	17.1% <small>-1.2 pts</small>
Clicks	93.0 K <small>-19.6%</small>	92.3 K <small>-12.5%</small>	350.7 K <small>+196.6%</small>	538.7 K <small>-6.7%</small>	62.6 K <small>-48.7%</small>	440.7 K <small>-30.5%</small>	31.2 K <small>-7.2%</small>	163.2 K <small>-69.4%</small>	182.0 K <small>+7.0%</small>	2.0 M <small>-18.8%</small>
CTR	3.44% <small>+1.1 pts</small>	0.93% <small>-0.4 pts</small>	0.44% <small>+0.1 pts</small>	1.76% <small>-0.12 pts</small>	0.48% <small>-0.01 pts</small>	1.32% <small>-1.5 pts</small>	6.66% <small>-0.3 pts</small>	1.70% <small>+0.2 pts</small>	1.62% <small>-0.5 pts</small>	0.99% <small>-0.3 pts</small>
CTOR	17.8% <small>+6.0 pts</small>	5.7% <small>-0.1 pts</small>	3.0% <small>+0.9 pts</small>	8.9% <small>-0.07 pts</small>	2.6% <small>+0.08 pts</small>	6.8% <small>-7.5 pts</small>	25.1% <small>+0.1 pts</small>	7.0% <small>+1.3 pts</small>	6.8% <small>-1.6 pts</small>	5.8% <small>-1.0 pts</small>
Unsubs	9.2 K <small>+14.8%</small>	23.9 K <small>-9.6%</small>	207.8 K <small>+156.3%</small>	74.9 K <small>-15.3%</small>	30.7 K <small>-41.2%</small>	77.2 K <small>+16.3%</small>	2.7 K <small>+30.5%</small>	37.3 K <small>-77.7%</small>	14.4 K <small>+41.2%</small>	478.1 K <small>-4.8%</small>
Unsub Rate	0.34% <small>+0.17 pts</small>	0.24% <small>-0.10 pts</small>	0.26% <small>+0.02 pts</small>	0.24% <small>-0.04 pts</small>	0.23% <small>+0.03 pts</small>	0.23% <small>-0.06 pts</small>	0.58% <small>+0.08 pts</small>	0.24% <small>-0.04 pts</small>	0.13% <small>+0.0 pts</small>	0.24% <small>-0.02 pts</small>
Bookings	1.2 K <small>-56.4%</small>	2.7 K <small>+67.7%</small>	9.4 K <small>+490.8%</small>	10.1 K <small>+2.0%</small>	1.8 K <small>-55.9%</small>	7.3 K <small>-62.6%</small>	480 <small>-8.2%</small>	5.5 K <small>+118.2%</small>	3.9 K <small>-12.1%</small>	42.3 K <small>-9.7%</small>
Room Nights	2.9 K <small>-53.1%</small>	6.7 K <small>+77.5%</small>	20.1 K <small>+471.2%</small>	22.3 K <small>+1.0%</small>	4.0 K <small>-57.3%</small>	16.6 K <small>-63.1%</small>	1.9 K <small>+58.4%</small>	11.9 K <small>+92.4%</small>	8.9 K <small>-13.4%</small>	95.4 K <small>-11.4%</small>
Revenue	\$483.1 K <small>-54.6%</small>	\$1.4 M <small>+81.3%</small>	\$3.3 M <small>+458.4%</small>	\$3.8 M <small>+0.1%</small>	\$690.7 K <small>-59.5%</small>	\$2.7 M <small>-64.3%</small>	\$294.3 K <small>+35.5%</small>	\$2.0 M <small>+78.2%</small>	\$1.6 M <small>-13.0%</small>	\$16.2 M <small>-13.4%</small>
Conversion	1.28% <small>-1.1 pts</small>	2.91% <small>+1.4 pts</small>	2.68% <small>+1.3 pts</small>	1.88% <small>+0.2 pts</small>	2.83% <small>-0.5 pts</small>	1.65% <small>-1.4 pts</small>	1.54% <small>-0.3 pts</small>	3.34% <small>+2.9 pts</small>	2.17% <small>-0.5 pts</small>	2.17% <small>+0.2 pts</small>
BPK	0.44 <small>-21.6%</small>	0.27 <small>+30.2%</small>	0.12 <small>+151.7%</small>	0.33 <small>+2.1%</small>	0.14 <small>-15.3%</small>	0.22 <small>-74.7%</small>	1.02 <small>-17.9%</small>	0.36 <small>+751.8%</small>	0.35 <small>-37.6%</small>	0.21 <small>-11.4%</small>

Financial data source: Omniture 7-day

LPM = Loyalty Program Marketing (i.e. Welcome, Achievers) ATM = Algorithmic Targeted Messages

MEMBER LEVEL ENGAGEMENT TRENDS: APRIL '19

Open rates are declining across all levels and CTO rates are steady; impact from Cobrand emails (41% of total) that had the lowest open and CTO rates

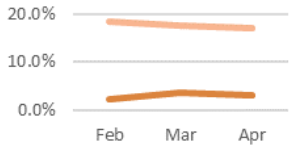
NON-MEMBER

Open%: 17.0%

CTR: 0.54%

CTOR: 3.15%

Unsub.%: 0.56%



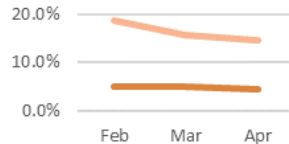
BASIC

Open%: 14.5%

CTR: 0.62%

CTOR: 4.31%

Unsub.%: 0.26%



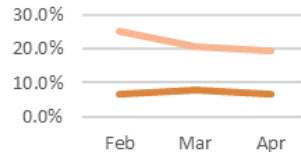
SILVER

Open%: 19.3%

CTR: 1.30%

CTOR: 6.70%

Unsub.%: 0.15%



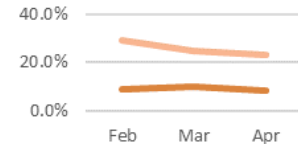
GOLD

Open%: 23.2%

CTR: 1.92%

CTOR: 8.27%

Unsub.%: 0.12%



— Open% — CTR

MEMBER LEVEL ENGAGEMENT TRENDS: APRIL '19

- Overall, open rates are declining across all levels; significant MoM CTOR rate dips for upper tiers
- Impact from Cobrand emails (41% of total) that had the lowest open and CTO rates

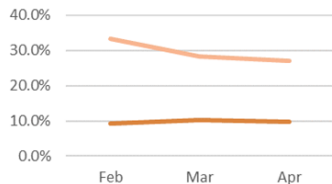
PLATINUM

Open Rate: 27.0%

CTR: 2.7%

CTOR: 9.9%

Unsub. Rate: 0.05%



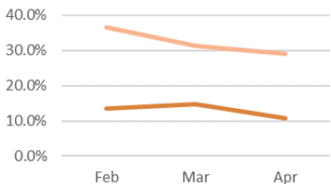
TITANIUM

Open Rate: 29.0%

CTR: 3.1%

CTOR: 10.7%

Unsub. Rate: 0.04%



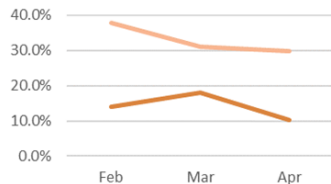
AMBASSADOR

Open Rate: 29.9%

CTR: 3.1%

CTOR: 10.3%

Unsub. Rate: 0.04%



— Open% — CTR

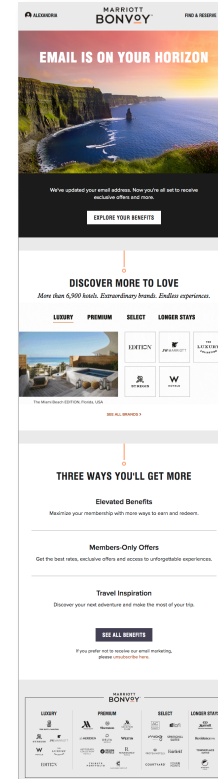
KEY INITIATIVES & CAMPAIGN HIGHLIGHTS

GAINED 310K EMAIL ADDRESSES FROM RECENT eAPPEND

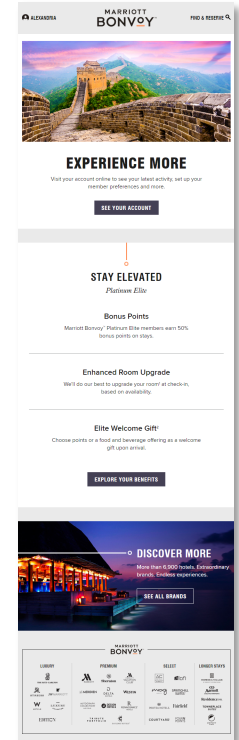
Objective is to increase the number of active members we can reach via email

- Launch: April 27, 2019
- Audience: members with invalid, inactive (non-openers), or no email address on file
- Resulted in 310K additional emails (22% match rate)
- Next steps:
 - Send Re-Onboarding message
 - Monitor engagement in emails over time
 - Plan for future efforts

Initial Contact



Re-Onboarding



GENERATED \$10M FROM DOUBLE TAKE PROMO SOLO EMAIL SUPPORT

Mar-April 2019 Email Engagement	
Emails Delivered	45 M
Opens/ Impressions	9 M
Clicks/Traffic	946 K
Registrations*	894 K
Bookings	26 K
Room Nights	59 K
Revenue	\$10 M



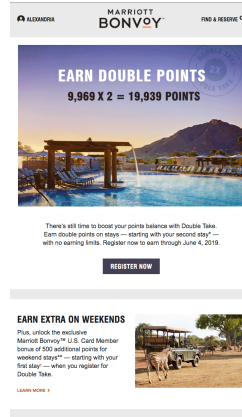
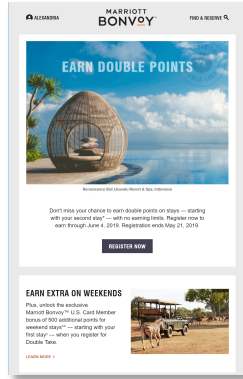
	Open Rate	CTR	CTOR	Unsub. Rate
NON-MEMBER	21.1%	0.88%	4.2%	0.52%
BASIC	16.9%	0.84%	4.9%	0.14%
SILVER	22.2%	2.50%	11.3%	0.08%
GOLD	26.7%	3.59%	13.5%	0.06%
PLATINUM (ALL)	36.1%	6.40%	17.7%	0.02%

*Registrations are projected based on the # of registration confirmation emails

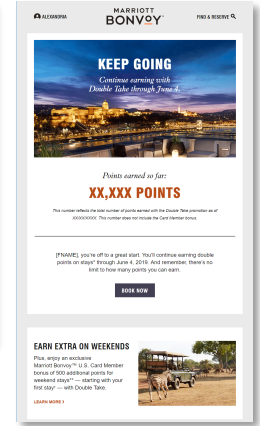
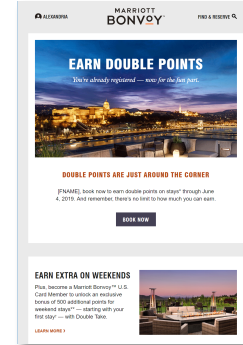
DOUBLE TAKE PROMOTION: APRIL '19 EMAIL SUPPORT

April '19 Engagement	
Delivered	22.3 M
Opens	4.5 M
Open Rate	20.3%
Clicks	311.8 K
CTOR	6.9%
Unsub. Rate	0.26%
Registrations*	347 K
Bookings	6.2 K
Room Nights	14.0 K
Revenue	\$2.4 M

Reg. Reminders



Booking Reminders



- Increased personalization and animation helped drive above April avg. open and click engagement
 - Animation of 2x points (10K) and # of promo points earned
- Non-member open rates were above April avg. at 21%; 4% CTOR engaged those ready to travel
 - Lift KPIs by targeting those with reservation on file
 - Use Wylei to optimize different program selling points: points education (what to do with your points?), Cobrand, travel inspiration

*Projected registrations = # of deployed reg. confirmation emails

DOUBLE TAKE PROMOTION: COBRAND CONTENT

Reg. Reminders

HEADER:
17.6% clks; 27.3% bkg

HERO:
54.0% clks; 64.6% bkg

WEEKEND:
4.8% clks; 4.1% bkg

FOOTER:
16.6% clks; 4.0% bkg

The email content includes: MARRIOTT BONVOY logo, 'EARN DOUBLE POINTS' header, a hero image of a beach resort, a 'REGISTER NOW' button, 'EARN EXTRA ON WEEKENDS' section with a 'BOOK NOW' button, and a footer with various brand logos.

Cobrand messaging seems to engage readers more in the Booking Reminder secondary module vs. Reg. Reminder

Higher click engagement

- 4.8% vs. 20% of clicks

Include Cobrand in booking reminder only; keep reg. reminder single-focused

Booking Reminders (Earned version)

HEADER:
21.9% clks; 20.9% bkg

HERO:
51.7% clks; 71.1% bkg

WEEKENDS:
20.0% clks; 6.4% bkg

FOOTER:
6.5% clks; 1.5% bkg

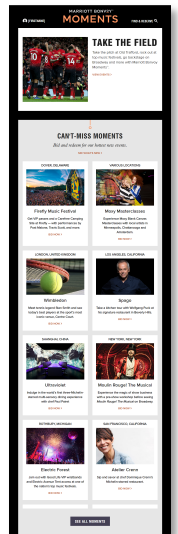
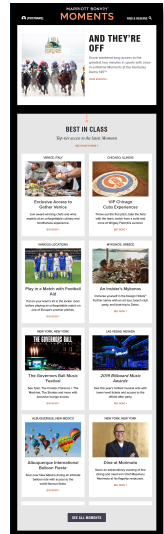
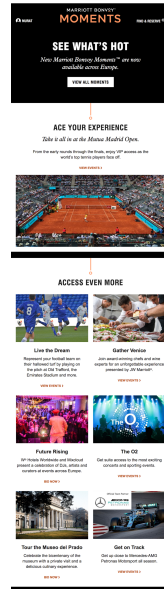
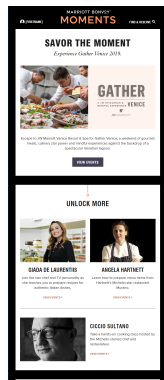
The email content includes: MARRIOTT BONVOY logo, 'KEEP GOING' header, a hero image of a resort at night, a 'BOOK NOW' button, 'Points earned so far with Double Take: 1,000 POINTS', a 'BOOK NOW' button, 'EARN EXTRA ON WEEKENDS' section with a 'BOOK NOW' button, and a footer with various brand logos.



INCREASE IN MOMENTS EMAILS SAW POSITIVE ENGAGEMENT

11.2 M	2.7 M	24.0%	181.9 K	6.8%	0.13%	298.4 K	1.1 K
Delivered	Opens	Open Rate	Clicks	CTOR	Unsub. Rate	Site Visits	Redemptions

4/01 – Madrid 4/02 – Bi-Weekly 4/10 – Gather Venice 4/12 – EU Solo 4/16 – Bi-Weekly 4/30 – Bi-Weekly



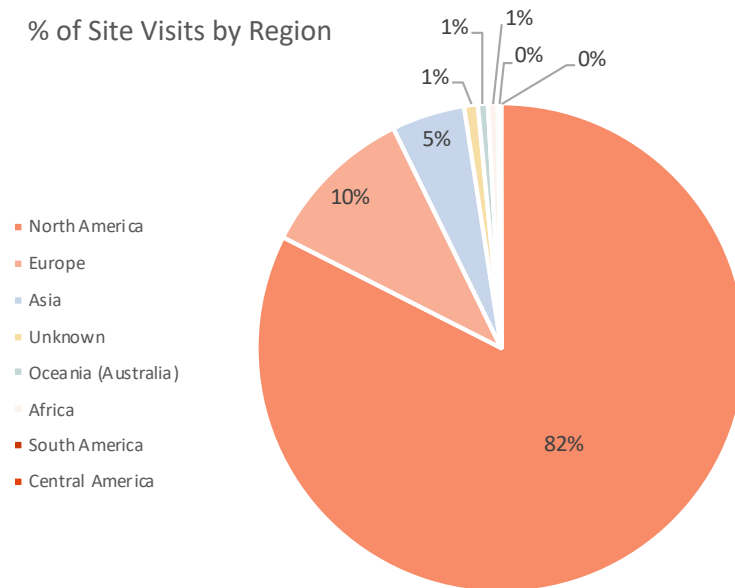
Overall engagement metrics were above April avg.

Sent 3 Europe solo's & 3 bi-weekly

CONSISTENT CAMPAIGN-LEVEL ENGAGEMENT WITH EACH TOUCH POINT

- Member engagement remained steady with each mailing
- Members in North America and Europe drove over 90% of the site visits
- Look for opportunities to geo-target content in bi-weekly with optimization tech
 - Hero could be targeted by region to increase personalization
 - Start with 3 or 4 key regions and show targeted content upon open

% of Site Visits by Region



Email Deploy Date	Delivered	Open Rate	CTR	CTOR
4/1/19 European Solo	346,923	26.7%	1.5%	5.8%
4/2/19 Bi-Weekly	2,963,295	25.0%	1.8%	7.3%
4/10/19 Gather Venice	1,228,605	24.2%	1.8%	7.2%
4/12/19 European Solo	346,503	26.3%	2.1%	8.1%
4/16/19 Bi-Weekly	3,014,955	23.2%	1.5%	6.6%
4/30/19 Bi-Weekly	3,299,285	21.5%	1.5%	6.9%

CONSISTENT BI-WEEKLY MOMENTS ENGAGEMENT

LIFT HERO CLICKS BY TESTING BUTTON STYLE CTA FOR GREATER EMPHASIS

4/2

HEADER: 6.0%

HERO: 32.3%

MOMENTS: 39.6%

BRANDS: 17.7%

FOOTER: 4.4%

4/16

HEADER: 7.9%

HERO: 29.7%

MOMENTS: 28.8%

BRANDS: 13.8%

FOOTER: 3.8%

4/30

HEADER: 14.3%

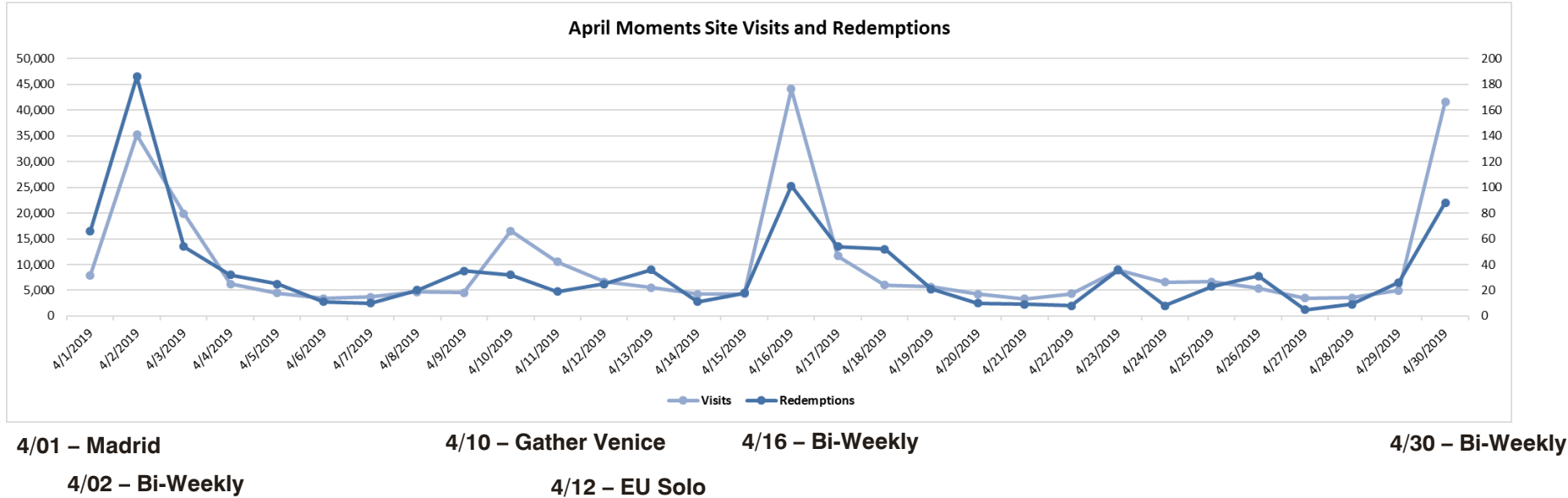
HERO: 24.3%

MOMENTS: 37.3%

BRANDS: 17.5%

FOOTER: 14.3%

MOMENTS POST-EMAIL ENGAGEMENT ALIGNED WITH DEPLOYMENT DATES



MEMBER ACCOUNT UPDATE (MAU) APRIL '19

30.6 M	19.7%	8.9%	0.24%	22.3 K	\$3.8 M
Delivered -0.1%	Open Rate -1.2 pts.	CTOR -0.1 pts.	Unsub. Rate -0.04 pts.	Room Nights +1.0%	Revenue +0.1%

*April MoM Comparison

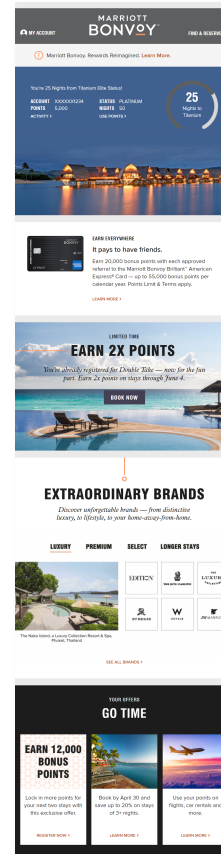
Performance Overview:

- Open & CTO rate engagement down MoM, but higher than April avg.
- Subject line optimization helped open rates, but combined with pre-header was not enough to surpass March
 - Suggest more descriptive pre-header when using concise subject lines
- Consider enhancing content approach to lift Basic member KPIs; use optimization tech to learn most engaging content; test in subject line and pre-header text for quick win

Member Level	Open Rate	CTR	CTOR	Unsub. Rate
BASIC	17.9%	1.3%	7.4%	0.28%
ELITE (ALL)	29.8%	4.1%	13.7%	0.06%

- Look for ways to add more personalization to headlines to lift engagement and reduce ad feel (first name, point balance, acknowledge brand of last stay, etc.)

SL = Your April Account Update (WINNER)
PH = See What's New in April.



TESTING AND OPTIMIZATION

SUBJECT LINE TEST RESULTS SUMMARY

- The majority of subject line tests were for cobrand messages; most referenced the 100K points offer, sense of urgency, and a time reference
- Winners had a 0.1 to 0.2 pts. difference between them which shows that all the tested subject lines were equally successful
 - Consider specificity with future optimization efforts: look to isolate one, single element – a word or a phrase – as the testing variable so learnings are clear
- Mixed results between long & short subject lines, so using either would have been ok

SUBJECT LINE TEST RESULTS

- **Amex Brilliant Acquisition Initial 4/3**
 - Winning SL: 100,000 Bonus Points Await
 - PH: Earn 100,000 Bonus Points with the Marriott Bonvoy Brilliant American Express Card.
- **Amex Business Acquisition Initial 4/5**
 - Winning SL: Limited Time Offer: Don't Miss out on 100,000 Bonus Points – Ends April 24
 - PH: The Marriott Bonvoy Business American Express Card.
- **Amex Brilliant Acquisition Follow-Up 4/17***
 - Winning SL (Mbr): Ends April 24: 100,000 Bonus Points for You
 - Winning SL (Non-Mbr): Hurry — Get 100,000 Bonus Points Before They're Gone
 - PH: Earn 100,000 Bonus Points with the Marriott Bonvoy Brilliant American Express Card.
- **Amex Business Acquisition Follow-Up 4/18**
 - Winning SL: Don't Miss Out on 100,000 Bonus Points — Ends April 24
 - PH: The Marriott Bonvoy Business American Express Card.

*Results are statistically significant

SUBJECT LINE TEST RESULTS

- **Chase Boundless Acquisition W2 4/25**
 - Winning SL: There's Still Time to Earn 100,000 Bonus Points
 - PH: Apply for the Marriott Bonvoy Boundless Credit Card from Chase >
- **Chase Boundless Acquisition W1 4/25**
 - Winning SL: Time Is Running Out on 100,000 Bonus Points
 - PH: Apply for the Marriott Bonvoy Boundless Credit Card from Chase >
- **MAU April 4/23***
 - Winning SL: Your April Account Update
 - PH: See What's New in April.

*Results are statistically significant

HEADER ENGAGEMENT UP 135% MoM WITH “MY ACCOUNT” COPY

March = First Name



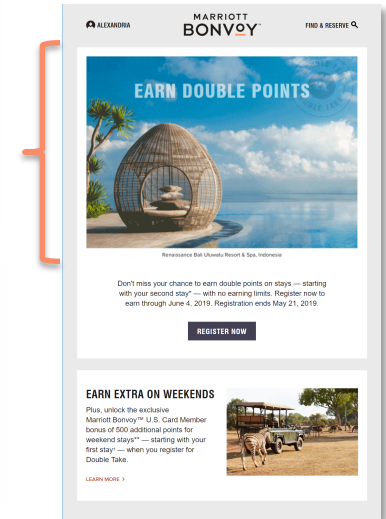
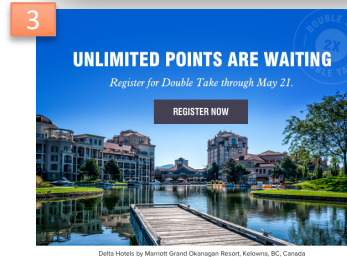
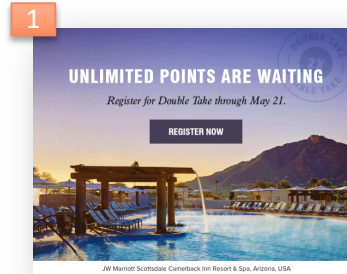
April = My Account



- Header updated in April MAU to say “My Account” vs. first name
- Goal was to make link to account information clearer for members vs. first name only
- April click engagement increased 135% MoM (13.8% vs. 5.9% of clicks); overall CTOR remained flat (-0.1 pts)
- Continue to monitor impact of change on other content areas & supporting KPI’s

IMAGE OPTIMIZATION IN DOUBLE TAKE REG. REMINDER

- 3 hero images created for Wylei image optimization in registration reminder
- Efforts did not reach a significant lift due to changes in images, headlines, sub-copy, and animation
- Recommend retesting and using DCA tech instead of image optimization



22% CTOR LIFT IN APRIL MAU WYLEI SMART IMAGE

Campaign Overall Results

	Total Opens	Total Clicks	Unique Opens	Unique Clicks	CTOR%	Lift	SS
Control	518,704	126	518,652	125	0.024%	-	-
Optimized	4,675,782	1,383	4,659,338	1,371	0.029%	22.090%	98%

- Used Wylei Smart Image to optimize 4 Traveler articles
- Italy article was the most engaging with the highest CTOR and lift; especially with Gold & Platinum mbrs.
- Partnering with Traveler team on content & segmentation recommendations
- With lower placement, consider using Wylei web scrape to geo-target content in the future

1 TRAVEL TIPS
MARRIOTT BONVOY
TRAVELER
Your travel guide to Lima is here >

2 TRAVEL TIPS
MARRIOTT BONVOY
TRAVELER
Your travel guide to Phoenix is here >

3 TRAVEL TIPS
MARRIOTT BONVOY
TRAVELER
Your travel guide to Tampa is here >

4 TRAVEL TIPS
MARRIOTT BONVOY
TRAVELER
Your travel guide to Italy is here >

MARRIOTT BONVOY
EARN 2X POINTS
EXTRAORDINARY BRANDS
GO TIME
EARN 12,000 BONUS POINTS
GET THE SCOOP
This you KNOW?
TRAVEL TIPS
MARRIOTT BONVOY
TRAVELER
MAKE IT MADRID

ACTIONABLE INSIGHTS

ACTIONABLE INSIGHTS

- Combat open and CTO rate attrition with earlier reengagement tactics (target those with 90 days of inactivity)
- Leverage Wylei optimization tech in emails like broad promotions to measure engagement in different program messages
 - Ex: What drives non-member engagement more? Bonus points education (what can you do with your points?), or Cobrand acquisition point boost, or travel inspiration
- Increase Moments engagement with geo-targeted content and testing increased prominence of hero CTAs in bi-weekly emails

ACTIONABLE INSIGHTS

- Testing takeaways:
 - **General:** consider specificity with optimization efforts: look to isolate one, single element – a word or a phrase – as the testing variable so learnings are clear
 - Applies to subject lines and email content
 - **Header:** monitor impact of adding My Account to header and clicks on other content areas
 - **Placement:** factor in location of optimization effort to determine if click engagement is enough to gain learnings

MARRIOTT
BONVOY | *yes*

THANK YOU!



CONSISTENT BI-WEEKLY MOMENTS ENGAGEMENT

4/2



4/16



4/30

