

The background image shows a large, open-air courtyard at the JW Marriott Phuket Resort & Spa. The courtyard is paved and features several circular light fixtures that are illuminated, casting a warm glow. The courtyard is flanked by long, low-rise buildings with traditional Thai-style tiled roofs. In the distance, the sea is visible under a sunset sky with orange and yellow clouds. The overall atmosphere is serene and luxurious.

# ○ MARRIOTT BONVOY EMAIL PROGRAM

Quarterly Q4 2019 Email Review

February 5, 2020

## MEETING AGENDA

- Review Q4 2019 Email Engagement and Activity
  - Performance Summary
  - Support for Key Initiatives
  - Email Campaign Highlights & Trends
  - Testing & Optimization
  - Actional Insights
- Non-Loyalty Email Performance Updates
  - Marriott Bonvoy Traveler Newsletter Q4 Update
  - The Ritz-Carlton Newsletter Q4 Update

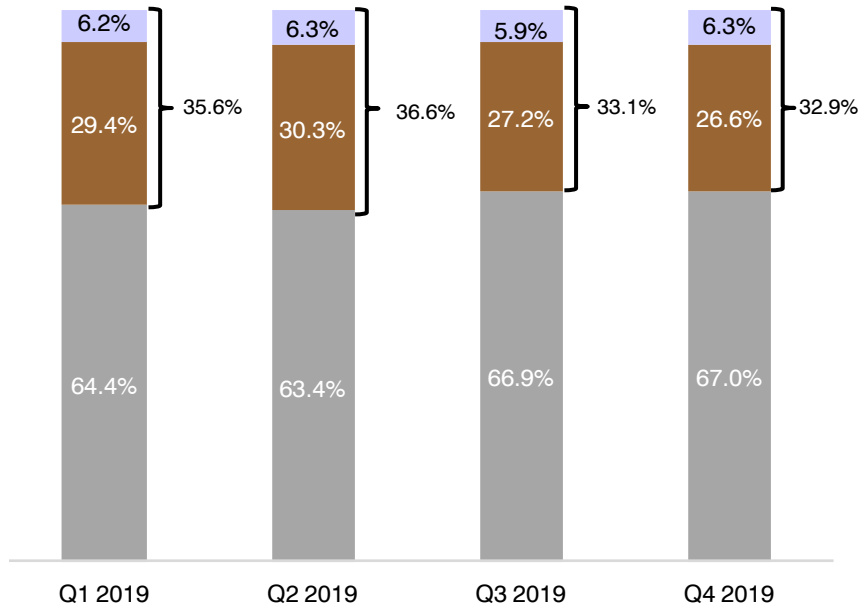


# Q4 2019 EMAIL PERFORMANCE SUMMARY

## 33% OF MEMBERS OPENED & CLICKED EMAILS IN Q4 2019; FLAT QoQ

### Member Email Engagement

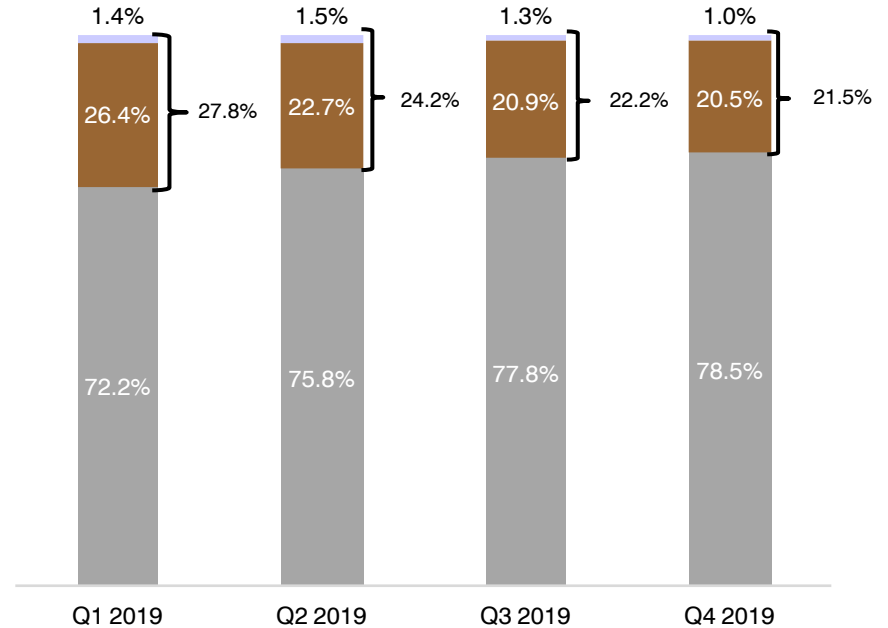
■ Unengaged ■ Passive ■ Engaged



## 22% OF NON-MEMBERS ENGAGED IN EMAIL; ALSO FLAT QoQ

### Non-Member Email Engagement

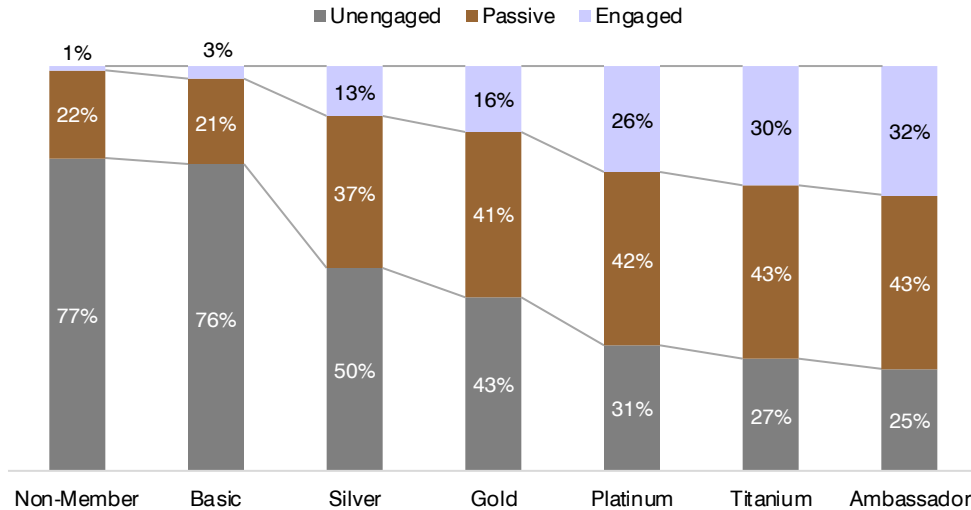
■ Unengaged ■ Passive ■ Engaged



# MoM EMAIL ENGAGEMENT DECLINES ACROSS ALL MEMBER LEVELS

- Seasonal lows drove slight declines in email engagement
- Drop in “Engaged” percentages means fewer members opened and clicked on emails MoM

Marriott Bonvoy Engagement: December 2019



Dec 2019 vs. Nov 2019 Email Engagement  
% Point Difference

	Non-Mbr.	Basic	Silver	Gold	Plat	Titan.	Amb.
<b>Engaged</b>	0pts.	-1pts.	-2pts.	-3pts.	-3pts.	-4pts.	-4pts.
<b>Passive</b>	2pts.	-5pts.	-2pts.	0pts.	2pts.	3pts.	3pts.
<b>Unengaged</b>	-2pts.	6pts.	4pts.	3pts.	1pts.	1pts.	1pts.

# Of Members That Received 1+ Emails In December 2019

8.0 M	30.6 M	2.3 M	2.8 M	757.6 K	796.5 K	120.8 K
-------	--------	-------	-------	---------	---------	---------

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

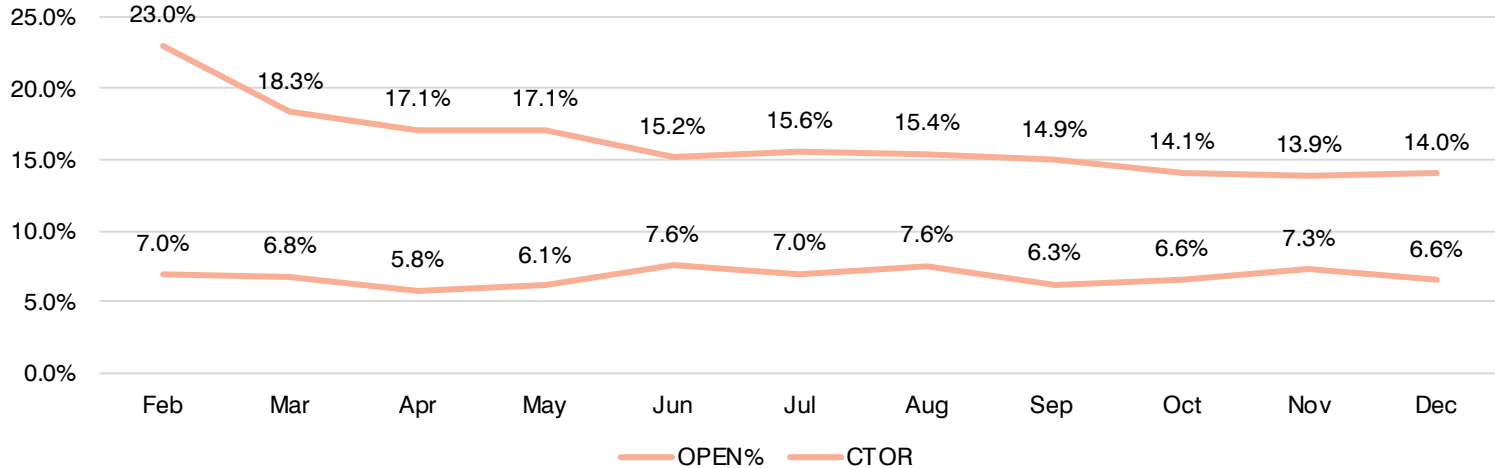
# Q4 2019 PERFORMANCE SUMMARY

- Delivered counts up 37% QoQ as a result of sending more emails to support program messages like Unlock More, Peak/Off-Peak, Hertz, and Project Globe/IVR Effectiveness
- Open rate declines continue, but click and unsubscribe rates are steady
- Solos and Global Promo emails made up 47% of Q4 revenue and also contributed to QoQ increases

Engagement	842.9 M	14.0%	1.0%	6.8%	0.18%
	Emails Delivered +37.4% QoQ (+229.4 M)	Open Rate -1.3 pts QoQ	CTR -0.1 pts QoQ	CTOR -0.2 pts QoQ	Unsubscribe Rate -0.04 pts QoQ
Financials	156.6 K	340.5 K	\$53.4 M	0.19	1.95%
	Bookings +19.3% QoQ (+25.3 K)	Room Nights +15.6% QoQ (+46.0 K)	Revenue +9.1% QoQ (+\$4.4 M)	Bookings/Delivered (K) -13.2% QoQ	Booking Conv. -0.05 pts QoQ

# Q4 SEASONAL LOWS IMPACTED OPEN RATES; OPTIMIZATION PLANS ARE IN PLACE FOR 2020

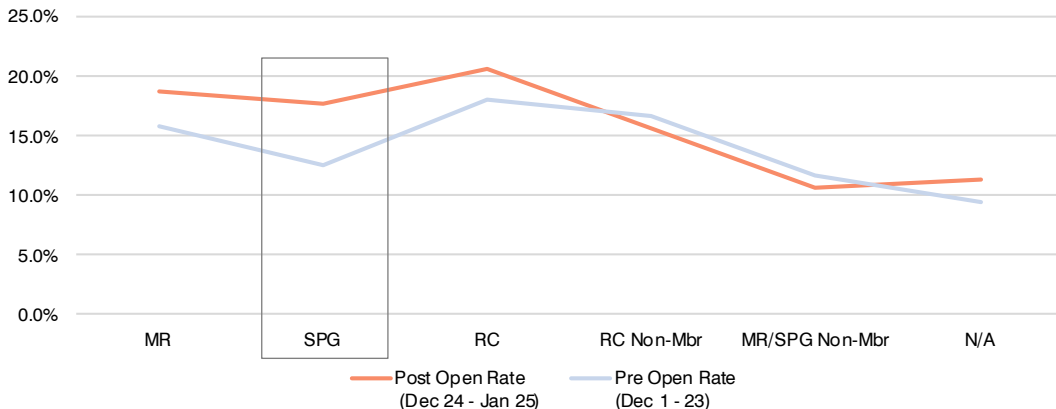
## Open and Click to Open Rate Trends 2019



# 3.6M INACTIVE FORMER SPG MEMBERS WERE MOVED TO EMAIL SUPPRESSION LIST ON DEC 24, 2019

- Initial engagement based on previous program flag shows greater lift for former SPG members; several factors contributed to increase: the removal of inactive members and seasonality changes
- An estimated 642K additional inactive former SPG members will be removed in March 2020
- Continue to monitor engagement trends for patterns through April 2020

**Open Rate Engagement:  
Pre vs. Post Dec 24<sup>th</sup>**



Previous Program Flag	Post-Period (Dec 24-Jan 25)	Pre-Period (Dec 1 - 23)	% Diff.
MR	18.8%	15.9%	+2.9 pts
SPG	17.7%	12.5%	+5.2 pts
RC	20.6%	18.0%	+2.6 pts
RC Non-Mbr	15.6%	16.7%	-1.1 pts
MR/SPG Non-Mbr	10.6%	11.6%	-1.1 pts
N/A	11.3%	9.4%	+1.9 pts



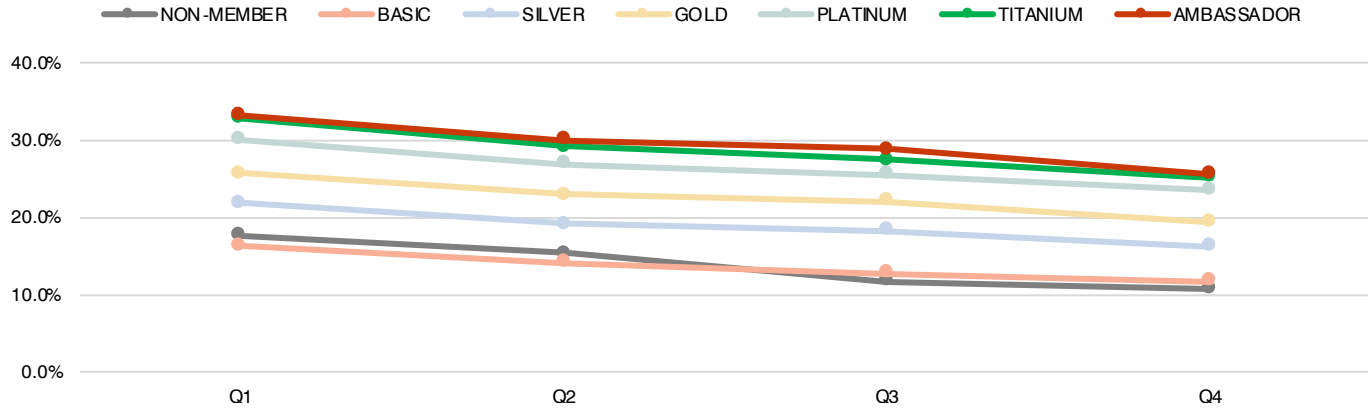
# OPEN RATE DECLINES SEEN ACROSS ALL LEVELS QoQ; CLICK AND UNSUB. RATES ARE NEAR FLAT

Q4 vs. Q3 2019	NON-MEMBER	BASIC	SILVER	GOLD	PLATINUM	TITANIUM	AMBASSADOR	Q4 TOTAL
% E-mailable	6.0%	19%	35%	41%	51%	60%	62%	
Open Rate	10.7%	11.6%	16.2%	19.3%	23.5%	25.1%	25.5%	14.0%
	-0.9 pts.	-1.1 pts.	-2.1 pts.	-2.8 pts.	-2.0 pts.	-2.3 pts.	-3.3 pts.	-1.3 pts.
CTR	0.3%	0.6%	1.3%	1.7%	2.3%	3.2%	3.8%	1.0%
	-0.1 pts.	-0.2 pts.	-0.1 pts.	-0.2 pts.	-0.2 pts.	+0.3 pts.	+0.8 pts.	-0.1 pts.
CTOR	2.7%	5.1%	8.0%	8.9%	9.9%	12.6%	14.9%	6.8%
	-0.5 pts.	-0.9 pts.	+0.3 pts.	+0.1 pts.	-0.1 pts.	+2.3 pts.	+4.4 pts.	-0.2 pts.
Unsub. Rate	0.47%	0.19%	0.08%	0.07%	0.04%	0.03%	0.03%	0.18%
	-0.24 pts.	-0.02 pts.	-0.01 pts.	-0.01 pts.	0.00 pts.	0.00 pts.	-0.01 pts.	-0.04 pts.

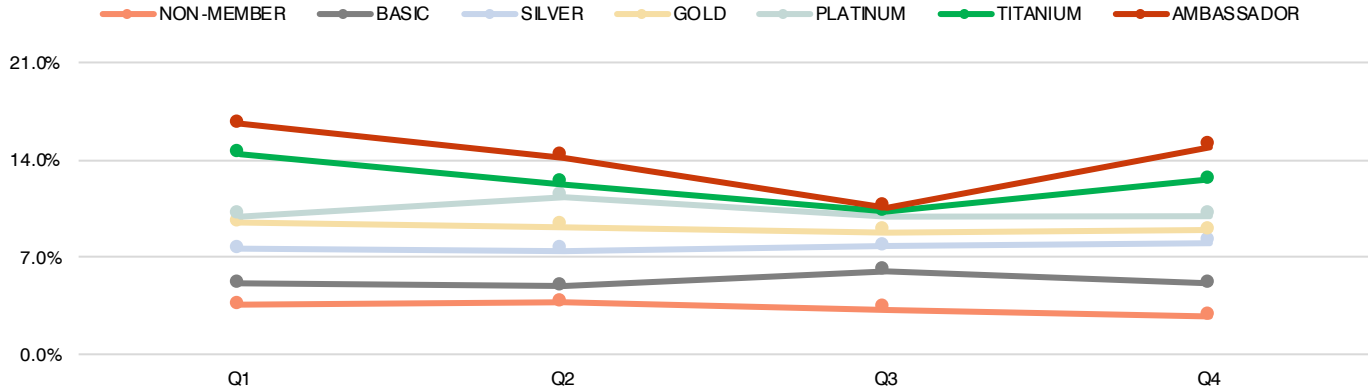
Expected engagement lifts in 2020 from the removal of 3.6M inactive former SPG members in Dec '19 going forward; an estimated 650K will also roll-off in Mar '20

# OPEN RATE AND CTOR TRENDS QoQ BY MEMBER LEVEL

## Quarterly Open Rate Trends by Member Level 2019



## Quarterly CTOR Trends by Member Level 2019



# ELITE MEMBER INBOX:

## 11/1 – 12/5/2019

<p><b>Marriott Bonvoy</b> 11/1/2019</p> <p><b>Discover Suite Escapes from Canada to Cancun</b> Reserve a luxury suite experience in iconic locations around the world My Account Find &amp; Reserve Suite discoveries Unforgettable</p>	<p><b>The Ritz-Carlton Yacht Collection</b> 11/4/2019</p> <p><b>Video Reveal: The Culinary Experience</b> <a href="http://view.e.ritzcarltonyachtcollection.com/?qs=214312a3bca2842f8c9463dbf28c66ebcd092b51064fa32x">http://view.e.ritzcarltonyachtcollection.com/?qs=214312a3bca2842f8c9463dbf28c66ebcd092b51064fa32x</a></p>	<p><b>Shop Marriott</b> 11/20/2019</p> <p><b>Take A Break And Recreate Your Spa Experience   20% Off Bath</b> Begin each day with Marriott's signature bath products. Shop This Works, cozy robes, premier towels, slippers, and much more.</p>	<p><b>Marriott Hotels &amp; Resorts Reservations</b> 11/27/2019</p> <p><b>Plan for your upcoming stay at Denver Airport Marriott at Gat...</b></p>	<p><b>Marriott Hotels</b> 12/1/2019</p> <p><b>Bryan, Check in now to access your Elite Benefits.</b> Access these Elite perks because you've booked direct. Denver Airport Marriott at Gateway Park 16455 E. 40th Circle Aurora,</p>
<p><b>Marriott Bonvoy</b> 11/1/2019</p> <p><b>Last Chance to Save 20% on Villa Rentals</b> Stretch out and save at 80 resorts around the world. My Account Find &amp; Reserve A Marriott Bonvoy™ member exclusive. Dream big</p>	<p><b>Marriott Hotels &amp; Resorts Reservations</b> 11/4/2019</p> <p><b>Reservation Confirmation #99919333 for Santa Clara Marriott</b></p>	<p><b>Marriott Bonvoy</b> 11/21/2019</p> <p><b>Don't Miss Your Perfect Stay</b> Redeem in the U.S., Canada, the Caribbean and Latin America by December 31, 2019. My Account Find &amp; Reserve Travel Inspired</p>	<p><b>Marriott Bonvoy</b> 11/27/2019</p> <p><b>Bryan, Give the Gift of Gear</b> Holiday Week 2 of 4: Earn and redeem points on gifts for travel-lovers. my account Find &amp; Reserve Give the Gift of GEAR SEE</p>	<p><b>Shop Marriott</b> 12/2/2019</p> <p><b>Great Gifts, Big Savings   Don't Miss Out!</b> We've got something for everyone on your list this holiday season! Shop now and save up to 30% on</p>
<p><b>The Ritz-Carlton Yacht Collection</b> 11/4/2019</p> <p><b>4 New Greek Isle Escapes</b> <a href="http://view.e.ritzcarltonyachtcollection.com/?qs=c09823bd83382b534469c682c009181859ee78177484faa62">http://view.e.ritzcarltonyachtcollection.com/?qs=c09823bd83382b534469c682c009181859ee78177484faa62</a></p>	<p><b>Marriott Bonvoy</b> 11/4/2019</p> <p><b>Bryan, Your Exclusive Offer: 85,000 bonus points - Ends 12/27</b> Apply for the Marriott Bonvoy Business American Express Card. My Account Find &amp; Reserve Your Exclusive Offer: 85,000 bonus</p>	<p><b>Marriott Bonvoy</b> 11/22/2019</p> <p><b>Be Boundless – Earn 75,000 Bonus Points</b> Get the Marriott Bonvoy Boundless Credit Card. My Account Find &amp; Reserve Get inspired and go with 75,000 bonus points The</p>	<p><b>Marriott Bonvoy</b> 11/28/2019</p> <p><b>The ultimate holiday gift: a Florida vacation</b> Book Your Winter Escape Bryan Find &amp; Reserve GIVE THE GIFT OF TRAVEL GREAT RATES THIS HOLIDAY SEASON GIFT OF TRAVEL</p>	<p><b>Marriott Bonvoy</b> 12/4/2019</p> <p><b>Notification: Make Sure Your Account is Current</b> Check your information now. My Account Find &amp; Reserve Please review your account information Improve your Member Support</p>
<p><b>Marriott Bonvoy</b> 11/6/2019</p> <p><b>Uniquely Crafted and Curated Independent Hotels</b> Explore the newest additions to the Autograph Collection. Reserve LEGENDARY STAYS Experience an exceptional getaway</p>	<p><b>Marriott Hotels &amp; Resorts Reservations</b> 11/15/2019</p> <p><b>Reservation Cancellation #60080667 for Santa Clara Marriott</b></p>	<p><b>Marriott Bonvoy</b> 11/22/2019</p> <p><b>Stay Twice. Get 2,000 Bonus Points.</b> Register now for Unlock More to start earning. My Account Find &amp; Reserve 2,000 bonus points After two stays with Unlock More.</p>	<p><b>Marriott Bonvoy</b> 11/28/2019</p> <p><b>Shop Your Winter Escape Bryan Find &amp; Reserve GIVE THE GIFT OF TRAVEL GREAT RATES THIS HOLIDAY SEASON GIFT OF TRAVEL</b></p>	<p><b>Courtyard by Marriott Reservations</b> 12/5/2019</p> <p><b>Plan for your upcoming stay at Courtyard Orlando Internation...</b></p>
<p><b>Marriott Bonvoy</b> 11/8/2019</p> <p><b>Up to \$100 Resort Credit Could Be Yours</b> Plus, even more exclusive offers. My Account Find &amp; Reserve get away with more Up to \$100 in resort credit awaits. Book now Book</p>	<p><b>Courtyard by Marriott Reservations</b> 11/15/2019</p> <p><b>Reservation Cancellation #59610662 for Courtyard Orlando L...</b></p>	<p><b>Marriott Bonvoy</b> 11/23/2019</p> <p><b>Marriott Bonvoy Traveler</b> <b>The 2019 Holiday Travel Edition</b> 8 holiday getaways for every type of traveler BRYAN Find &amp; Reserve 'Tis the Season to Travel Bryan, this month's email is full</p>	<p><b>Shop Marriott</b> 11/29/2019</p> <p><b>\$750 Off The Marriott Bed   Don't Miss Out!</b> Take home the Marriott Sleep Experience with our guest favorite bed, the Marriott Pillow, signature linens, and more bedding</p>	<p><b>The Ritz-Carlton Yacht Collection</b> 12/5/2019</p> <p><b>5 Joyous Holiday Voyages</b> <a href="http://view.e.ritzcarltonyachtcollection.com/?qs=d5667359eaf2597d205cd436a30ee0cbdf099dfb89e8a">http://view.e.ritzcarltonyachtcollection.com/?qs=d5667359eaf2597d205cd436a30ee0cbdf099dfb89e8a</a></p>
<p><b>Marriott Bonvoy</b> 11/11/2019</p> <p><b>Cast Your Vote by November 15 for The Points Guy Awards</b> Cast Your Vote by November 15 for The Points Guy Awards My Account Find &amp; Reserve SHARE YOUR LOVE Marriott Bonvoy™</p>	<p><b>Marriott Bonvoy</b> 11/16/2019</p> <p><b>Your Marriott Bonvoy Account Update: Special Offers, Benefit...</b> See What's New in November My Account Find &amp; Reserve Platinum   149581 Points Do we have the right phone number for</p>	<p><b>Marriott Bonvoy</b> 11/24/2019</p> <p><b>Give the Gift of Travel-Rates From \$124</b> Your holiday shopping? Done. My Account Find &amp; Reserve Give the gift of travel Member Rates from \$124 Treat yourself, family or</p>	<p><b>Marriott Bonvoy</b> 11/30/2019</p> <p><b>Reminder: Your Exclusive Offer of 85,000 Bonus Points Ends 1...</b> Apply for the Marriott Bonvoy Business American Express Card. My Account Find &amp; Reserve Your Exclusive Offer: 85,000 bonus</p>	<p><b>Marriott Bonvoy</b> 12/5/2019</p> <p><b>Save up to 20% on Last-Minute Travel</b> Lock in our last-minute deals and save. My Account Find &amp; Reserve LIMITED-TIME OFFER Members Save 20% Explore our</p>
<p><b>Shop Marriott</b> 11/12/2019</p> <p><b>Home For The Holidays? 15% Off Lifestyle!</b> Save on indulgences for you and your home from our carefully curated lifestyle collection! Plus, save on the Marriott bed, pillows,</p>	<p><b>Marriott Bonvoy</b> 11/16/2019</p> <p><b>Marriott Bonvoy</b> <b>Save 30% on Points to Get or Give</b> This season, celebrate with points. My Account Find &amp; Reserve save 30% on points Go where you want — faster. Get or give</p>	<p><b>The Ritz-Carlton Yacht Collection</b> 11/25/2019</p> <p><b>Escape to the Caribbean</b> <a href="http://view.e.ritzcarltonyachtcollection.com/?qs=a46bddd68aa75cc00a3108b45a3b58fa48497751098fa10c">http://view.e.ritzcarltonyachtcollection.com/?qs=a46bddd68aa75cc00a3108b45a3b58fa48497751098fa10c</a></p>	<p><b>Marriott Bonvoy</b> 12/2/2019</p> <p><b>This Week: Give the Gift of Travel</b> Holiday Week 3 of 4: Save on holiday travel and earn points at the same time. my account Find &amp; Reserve Give the Gift of TRAVEL</p>	<p><b>Marriott Bonvoy</b> 12/5/2019</p> <p><b>Luxurious New Year Celebrations in Indonesia</b> Book now! Bryan Find &amp; Reserve LAVISH YEAR-END ESCAPADES WORLD-CLASS LUXURY AWAITS A GRAND COUNTDOWN As the</p>
<p><b>W Hotels</b> 11/12/2019</p> <p><b>Remix the way you stay in Europe</b> View online <a href="http://www.hotels.com">www.hotels.com</a> Terms of Use Privacy Policy To unsubscribe: Select "Hotel &amp; Destination specials" * on our</p>	<p><b>Marriott Bonvoy</b> 11/17/2019</p> <p><b>Our Holiday Sales Start Now – Shop Bestselling Gifts from Ma...</b> Shop bed, bedding, fragrances and more from your favorite hotel brands. My Account Find &amp; Reserve For You And Yours Get a Jump</p>	<p><b>Shop Marriott</b> 11/25/2019</p> <p><b>Something For You   Save On Fragrance, Bath And More!</b> Save on Marriott's signature bath products, body care sets, and signature fragrance. Treat yourself and recreate a pampering</p>	<p><b>Shop Marriott</b> 12/2/2019</p> <p><b>The Perfect Pair. \$750 Off Beds And 30% Off Bedding</b> Bring home the iconic Marriott Bed and top it off with our collection of mattress toppers, linens</p>	
<p><b>Marriott Bonvoy</b> 11/13/2019</p> <p><b>Experience the Unforgettable with Marriott Bonvoy Moments</b> See all the new Moments My Account Find &amp; Reserve MAGICAL MOMENTS Experience the magic of the holidays by giving the gift</p>	<p><b>Marriott Bonvoy</b> 11/19/2019</p> <p><b>Explore unforgettable experiences at our DC Luxury Hotels</b> Indulge in Exclusive Experiences Bryan Find &amp; Reserve EXCLUSIVE OFFERINGS IN DC SUITE SAVINGS, BREAKFAST, AND</p>	<p><b>Marriott Bonvoy</b> 11/25/2019</p> <p><b>Bryan, Your New Marriott Bonvoy Offers Are Inside!</b> Save 20% when you book early and more. My Account Find &amp; Reserve Save, earn and explore around the world. Win your</p>	<p><b>Your Recent Stay</b> 12/3/2019</p> <p><b>Your MONDAY DECEMBER 2, 2019 - TUESDAY DECEMBER 3, ...</b> Thank you for choosing our hotel for your recent stay. If you have any questions, please contact the hotel at the phone number in</p>	
<p><b>Marriott Bonvoy</b> 11/13/2019</p> <p><b>Create the Most Unforgettable Christmas Ever</b> Explore Two Million Pounds of Ice, Holiday Shows and more! My Account Find &amp; Reserve Winter Wonderland Ahead Create the</p>	<p><b>Marriott Bonvoy</b> 11/19/2019</p> <p><b>Just for You: Holiday Travel Offers</b> Holiday Week 1 of 4: Save on extended vacations, memory-making moments and incredible getaways. my account Find &amp;</p>	<p><b>Marriott Hotels &amp; Resorts Reservations</b> 11/26/2019</p> <p><b>Reservation Confirmation #95995332 for Omaha Marriott Do...</b></p>	<p><b>Your Recent Stay</b> 12/3/2019</p> <p><b>Your MONDAY DECEMBER 2, 2019 - TUESDAY DECEMBER 3, ...</b> Thank you for choosing our hotel for your recent stay. If you have any questions, please contact the hotel at the phone number in</p>	
		<p><b>Marriott Bonvoy</b> 11/26/2019</p> <p><b>Get Ready — New Marriott Bonvoy Moments Inside</b> See all the new Marriott Bonvoy Moments My Account Find &amp; Reserve UNPARALLELED EXPERIENCES Explore The Luxury</p>	<p><b>Marriott Bonvoy</b> 12/3/2019</p> <p><b>Score Super Bowl LIV and 2020 Pro Bowl Moments</b> Access the best of football with Marriott Bonvoy Moments. My Account Find &amp; Reserve Make a play for Super Bowl LIV Access.</p>	

### 52 Total Campaigns (1.5 Emails Per Day)

# Loyalty	# Non-Loyalty
24	28



# EXECUTIVE DASHBOARD: Q4 vs. Q3 2019

## OBSERVATIONS:

**MAU** Q4 open rates were lowest all year; flat CTR and high CTOR are from Nov alert message

Declines in **Offers & Packages** engagement QoQ may be tied to shift in mail date, Sat to Mon in Nov & Dec

Additional **Promo & Solo** emails drove financial increases

	TOTAL	OFFERS & PACKAGES		LPM	SOLO	PROMO	ATM	COBRAND	MOMENTS	METT	BRAND BPK
	MAU	MAU	PACKAGES	LPM	SOLO	PROMO	ATM	COBRAND	MOMENTS	METT	BRAND BPK
Sent	853.7 M 36.6%	92.5 M -2.5%	40.9 M -3.5%	11.6 M 94.6%	291.6 M 164.2%	106.5 M 125.1%	14.1 M 524.3%	181.1 M -11.5%	37.6 M -10.3%	43.4 M -0.03%	34.6 M 8.9%
Delivered	842.9 M 37.4%	91.8 M -0.9%	40.7 M -3.2%	10.9 M 96.3%	287.0 M 168.7%	104.4 M 127.2%	13.8 M 518.7%	180.1 M -11.3%	37.5 M -10.2%	42.5 M 0.9%	34.3 M 9.0%
Delivery %	98.7% +0.5 pts	99.2% +1.6 pts	99.4% +0.4 pts	94.3% +0.8 pts	98.4% +1.6 pts	98.0% +0.9 pts	98.1% -0.9 pts	99.5% +0.2 pts	99.8% +0.1 pts	97.9% +0.9 pts	99.2% +0.02 pts
Open	117.9 M 25.6%	14.0 M -11.4%	6.0 M -10.6%	2.4 M 82.1%	39.6 M 124.7%	13.7 M 99.3%	1.9 M 374.6%	20.1 M -17.9%	7.0 M -15.2%	7.2 M 8.3%	6.0 M 4.4%
Open%	14.0% -1.3 pts	15.2% -1.8 pts	14.8% -1.2 pts	22.1% -1.7 pts	13.8% -2.7 pts	13.1% -1.8 pts	13.6% -4.1 pts	11.2% -0.9 pts	18.7% -1.1 pts	17.0% +1.1 pts	17.6% -0.8 pts
Click	8.0 M 22.1%	1.8 M -1.2%	496.7 K -29.0%	371.8 K 31.4%	2.6 M 88.6%	1.2 M 63.9%	231.8 K 150.3%	397.6 K -39.5%	387.7 K -8.2%	167.0 K -7.9%	337.0 K 29.8%
CTR	1.0% -0.1 pts	2.0% -0.01 pts	1.2% -0.4 pts	3.4% -1.7 pts	0.9% -0.4 pts	1.1% -0.4 pts	1.7% -2.5 pts	0.2% -0.1 pts	1.0% +0.02 pts	0.4% -0.04 pts	1.0% +0.2 pts
CTOR	6.8% -0.2 pts	13.2% +1.4 pts	8.3% -2.1 pts	15.4% -6.0 pts	6.6% -1.3 pts	8.6% -1.9 pts	12.3% -11.0 pts	2.0% -0.7 pts	5.5% +0.4 pts	2.3% -0.4 pts	5.6% +1.1 pts
Unsub.	1.5 M 10.9%	157.2 K -9.4%	86.6 K -43.7%	39.3 K 16.1%	458.9 K 116.0%	249.2 K 86.3%	27.5 K 599.4%	355.9 K -16.6%	31.0 K -14.4%	15.8 K -84.6%	58.2 K 0.3%
Unsub%	0.18% -0.04 pts	0.17% -0.02 pts	0.21% -0.15 pts	0.36% -0.2 pts	0.16% -0.04 pts	0.24% -0.05 pts	0.20% +0.02 pts	0.20% -0.01 pts	0.08% 0.00 pts	0.04% -0.21 pts	0.17% -0.01 pts
Bookings	156.6 K 19.3%	30.2 K -24.8%	9.3 K -37.5%	8.3 K 63.5%	39.0 K 31.8%	35.9 K 362.1%	8.5 K 743.2%	9.0 K -34.9%	6.1 K -31.8%	4.2 K 50.9%	6.0 K -16.3%
Rmnts	340.5 K 15.6%	66.6 K -26.9%	19.9 K -40.1%	18.2 K 59.1%	86.7 K 27.6%	76.5 K 322.3%	18.4 K 734.8%	16.9 K -36.8%	14.0 K -30.0%	9.5 K 48.6%	13.7 K -21.0%
Revenue	\$53.4 M 9.1%	\$10.7 M -29.3%	\$3.2 M -43.1%	\$2.8 M 49.0%	\$13.2 M 16.1%	\$11.8 M 297.5%	\$3.0 M 777.6%	\$2.4 M -39.8%	\$2.3 M -32.7%	\$1.5 M 41.7%	\$2.5 M -19.9%
Conv%	1.95% -0.05 pts	1.64% -0.5 pts	1.87% -0.3 pts	2.24% +0.4 pts	1.50% -0.6 pts	3.06% +2.0 pts	3.67% +2.6 pts	2.27% +0.2 pts	1.56% -0.5 pts	2.51% +1.0 pts	1.79% -0.1 pts
BPK	0.19 -13.2%	0.33 -24.2%	0.23 -35.5%	0.77 -16.7%	0.14 -50.9%	0.34 103.4%	0.61 36.3%	0.05 -26.6%	0.16 -24.1%	0.10 49.5%	0.18 -23.1%

# BASIC MEMBER ANALYSIS

- Conducted analysis on the emailable Basic member audience; engagement data was as of Jan 10, 2020 for the last 24 months
- Explored engagement by:
  - Tenure: Joined in 2019 vs. Joined Prior
  - Stays: frequency and nights to Silver Elite
  - Regions: U.S., Canada, Europe, MEA, CALA, and AP
  - Plus: emails opened, brands tried, enrollment source, booking channel
- Created 6 Basic member sub-segments: unengaged, inactive, openers, engaged, new members and tenured
- Additional data needed to understand audience size and campaign impacts
- Recommendations shared in the next couple of weeks

# ANALYSIS SUMMARY

- Most of the emailable basic member audience have not had a stay in 24 months, but a large group are still engaged in email.
- Engagement trends are consistent across all regions, with APAC having slightly higher percent of their members without stay activity.
- Members are mostly reading the broader targeted messages like Cobrand and MAU since those are sent to everyone that is emailable.
- Results provide insight into additional targeting or sub-segments for future emails

# HOW DO BASIC MEMBERS ENGAGE WITH MARRIOTT?

**23.3M**

Emailable Basic  
Members

**61%**

Of Basic Members  
Reside in the U.S.

**48%**

Of Enrollments Sourced  
From Property

**39%**

Of Enrollments Sourced  
From Digital

**70%**

Have Not Stayed In  
24 Months

**56%**

Of No Stayers Reside in  
the U.S.

**83%**

Of APAC Members Have  
Not Stayed in 24 Months

# HOW DO BASIC MEMBERS ENGAGE WITH MARRIOTT? (cont.)

**8%**

**Tried 2+ Brands**

**1%**

**OTA Bookers (122K)**

**1,639**

**Have 10+ nights  
(78% with 2+ stays)**

**93%**

**Have an English  
language preference**

**65%**

**Opened 2+ Emails  
In 12 Months**

**MAU & Cobrand**

**Emails Are Read The  
Most By All**

**Welcome+**

**Emails Are Tops for  
New Members**

**Global Promo**

**Emails Are Tops for  
Tenured Members**

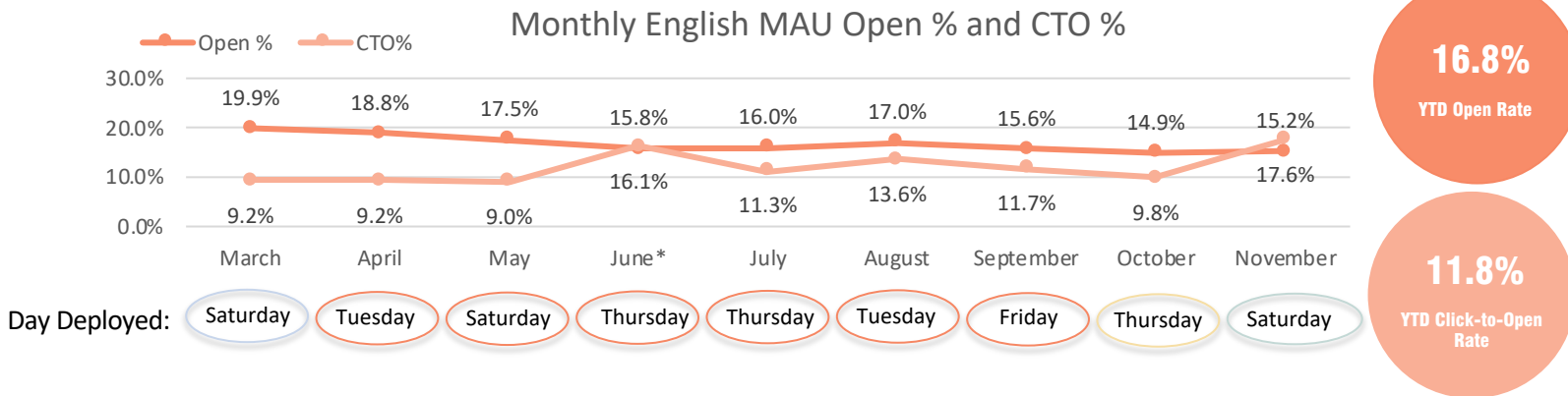




# **KEY INITIATIVES & CAMPAIGN HIGHLIGHTS**

# MAU CAMPAIGN ANALYSIS

# CURRENT CAMPAIGN PERFORMANCE

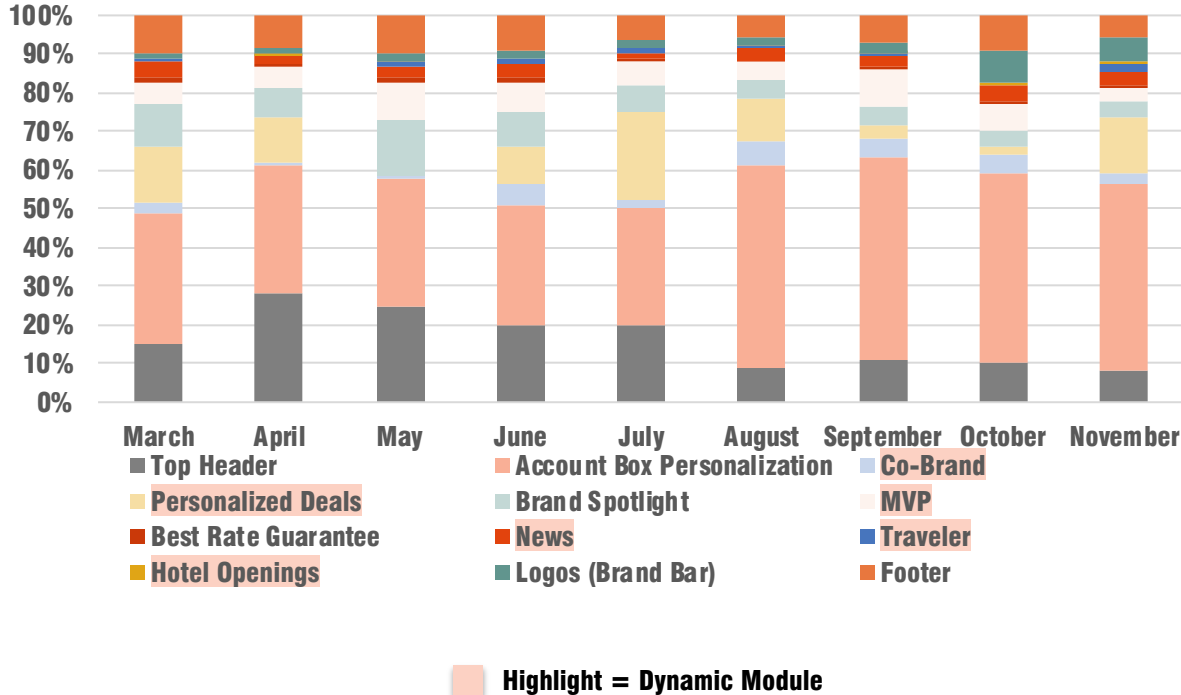


Month	Subject Line
April	Your April Account Update
October	#NAME#, Here's Your Marriott Bonvoy Account Statement
November Test 1	Here's Your Marriott Bonvoy Account Statement
November Test 2	Your Marriott Bonvoy Account Update: Special Offers, Benefits & More
All Other Months	Your Marriott Bonvoy Account Update: Special Offers, Benefits and More

\*June CTO% impacted by Annual Choice Benefit targeting all members

# PERFORMANCE BY SECTION MODULE

Click Share % by Email Section Module\*



## High-Level Synopsis:

- The Account Box Personalization module featuring Activity and My Benefits has accounted for about 50% of the click activity since August.
- More than 80% of the click activity usually comes from the MVP module and higher.
- Dynamic module content accounts for about 25% of total clicks, on average.

The Account Box Personalization module consistently accounts for the largest share of clicks.

# ENGAGEMENT BY MEMBER LEVEL BROKEN OUT BY MODULE TYPE

## High-Level Synopsis:

- The offer areas' (MVP, News, Personalized Deals) share of engagement increases as member level increases
- The Static areas of the MAU generally are clicked on by Base members at a higher rate than the Dynamic promotional areas
- Base members engage more with the Footer module due to increased activity on the opt-out link

## Recommendation:

- Remove the Best Rate Guarantee module for members who are Platinum Elite and above
- Consider shifting the module order or test different content for Base Members

Click % by Member Level for Each Section Module (August–November) each column = 100%

Section Module	Module Type	Base	Silver	Gold	Platinum	Titanium	Ambassador
Top Header	Static	18.8%	18.3%	19.9%	21.0%	24.0%	12.0%
Account Box Personalization	Static	47.1%	52.3%	45.6%	41.8%	40.9%	52.0%
Cobrand	Dynamic	4.2%	5.0%	5.5%	4.5%	3.7%	3.7%
Personalized Deals	Dynamic	6.4%	9.5%	11.1%	11.9%	11.0%	10.9%
Brand Spotlight	Static	4.6%	3.8%	4.1%	3.7%	3.5%	3.6%
MVP	Dynamic	3.4%	4.7%	6.2%	9.2%	9.4%	10.5%
Best Rate Guarantee	Static	0.8%	0.4%	0.3%	0.2%	0.1%	0.1%
News	Dynamic	2.3%	3.1%	4.3%	5.2%	4.9%	4.9%
Traveler	Dynamic	0.6%	0.8%	1.3%	1.5%	1.5%	1.4%
Hotel Openings	Dynamic	0.4%	0.3%	0.3%	0.5%	0.5%	0.6%
Logos (Brand Bar)	Static	2.1%	0.5%	0.5%	0.3%	0.3%	0.3%
Footer	Static	9.3%	1.3%	1.0%	0.3%	0.2%	0.2%
Total	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

 Highlighted Cells = Dynamic Modules

# Q4 2019 UNLOCK MORE GLOBAL PROMOTION DETAILS & TIMELINE

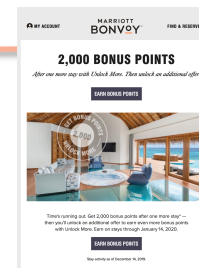
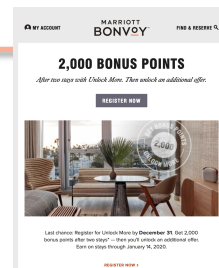
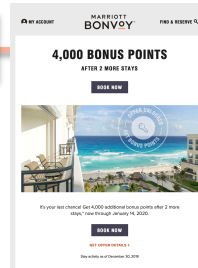
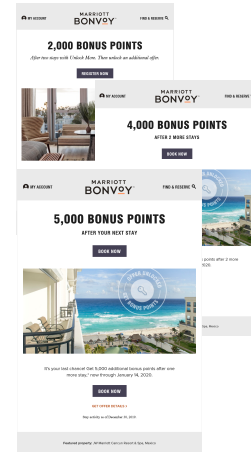
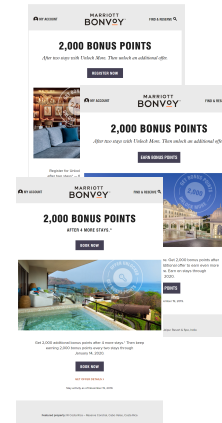
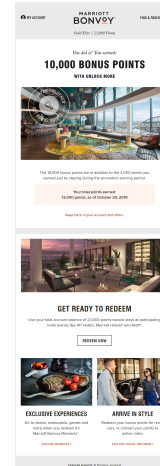
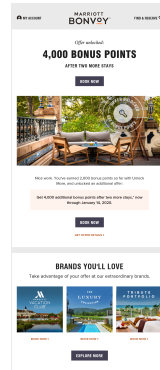
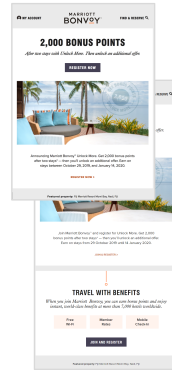
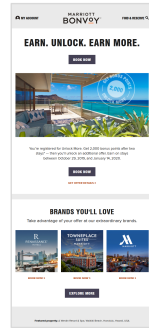
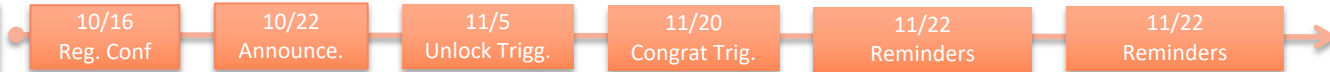
## Unlock More Q4 2019 Promo Details:

Registration Dates: 10/15 – 12/31

Earning Dates: 10/29 – 1/14/20

Members earn 2,000 bonus points after two stays

Once completed, they are eligible to unlock an additional offer



# \$11.8M FROM Q4 2019 UNLOCK MORE PROMOTION EMAILS

- 80% of Solo revenue from Announcement & Reminders; autos drive more bookings per emails delivered
- Reference campaign being used for the Q4 2019 promo was the Q4 2018 promo
- Promotion analysis is in-progress by CX; Q4 2018 is reference campaign, but compared to Q1 & Q3 2019 promos, the total # of registrations for the Q4 2019 promo was a bit lower

Oct – Dec, 2019 Solo Email Engagement	
Emails Delivered	104.4 M
Opens/ Impressions	13.7 M
Clicks/Traffic	1.2 M
Registrations*	1.7 M (as of 2/4/20)
Email Bookings	35.9 K
Email Room Nights	76.5 K
Email Revenue	\$11.8 M

EMAILS	DELIVERED	OPEN%	CTR	CTOR	REVENUE	% of REV.	BPK
REG. CONFIRM (AUTO)	1.1 M	37.5%	3.3%	8.8%	\$851.1 K	7%	2.4
ANNOUNCEMENT	34.6 M	13.1%	1.4%	10.8%	\$5.7 M	49%	0.5
CONGRATS (AUTO)	103.7 K	53.0%	7.6%	14.4%	\$150.6 K	1%	4.9
UNLOCK TRIGGERS	493.6 K	46.8%	11.9%	25.5%	\$1.4 M	12%	9.4
REG. REMINDERS	66.3 M	11.8%	0.7%	5.7%	\$2.8 M	24%	0.1
BOOKING REMINDERS	1775.6 K	33.4%	7.3%	21.9%	\$803.3 K	7%	1.6
<b>TOTAL</b>	<b>104.4 M</b>	<b>13.1%</b>	<b>1.1%</b>	<b>8.6%</b>	<b>\$11.8 M</b>	<b>100%</b>	<b>0.3</b>
<i>For comparison:</i>							
<b>Q4 2019 Bonvoy Avg.</b>		<b>14.0%</b>	<b>1.0%</b>	<b>6.8%</b>			<b>0.2</b>

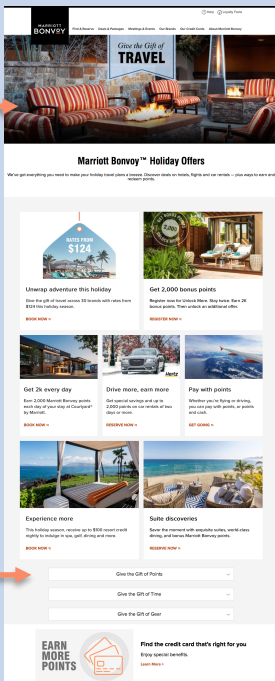
# 2019 MARRIOTT BONVOY HOLIDAY CAMPAIGN

## “GIVE THE GIFT...”

A themed campaign meant to thank members with offers and ideas that encourage travel and togetherness during the 2019 holiday season. Marketing support includes: a series of four weekly emails starting on Nov 19<sup>th</sup> sent to U.S. members, along with a dedicated landing page, M.com tile, and mobile app messaging.

### DYNAMIC LANDING PAGE

Landing page is updated to align with each themed email & app message



Other offers are always available; each section expands

### EMAIL SUPPORT

#### Email 1 – Nov. 19



#### Email 2 – Nov. 27



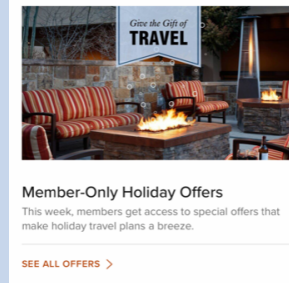
#### Email 3 – Dec. 2



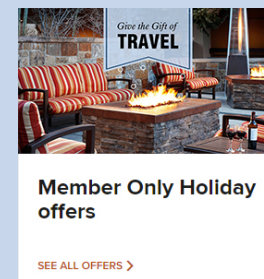
#### Email 4 – Dec 9



### MOBILE APP SUPPORT



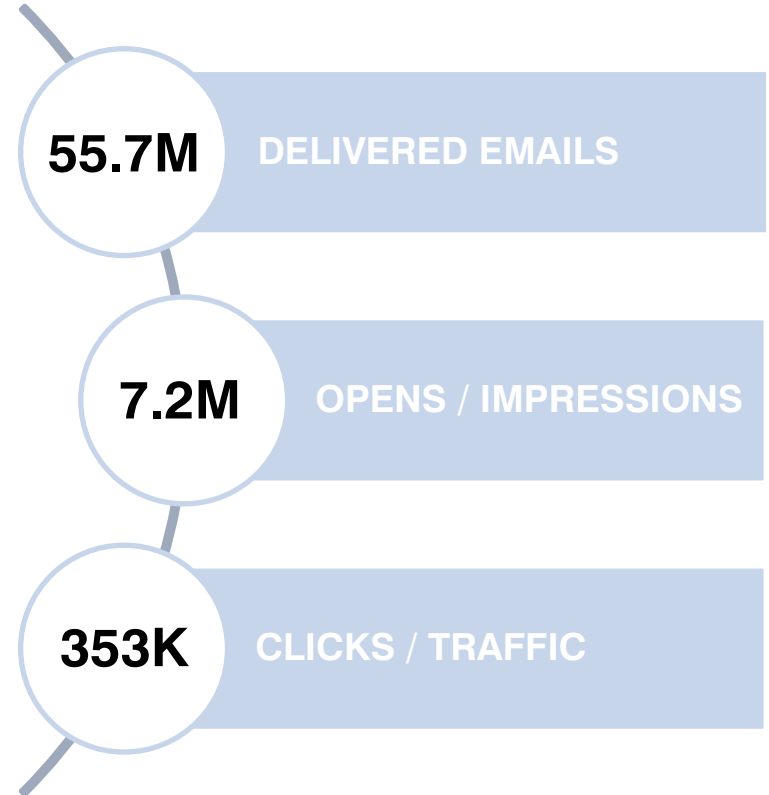
### M.COM TILE (SIGNED-IN)





# Performance Observations

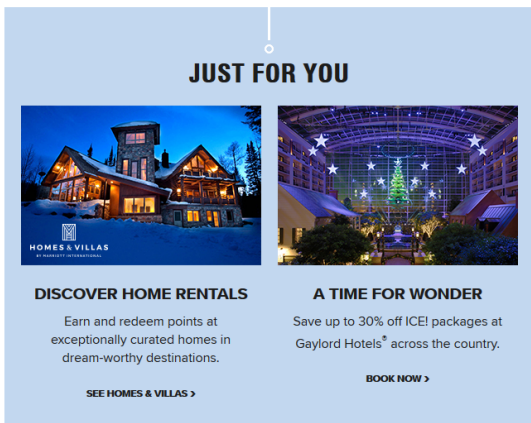
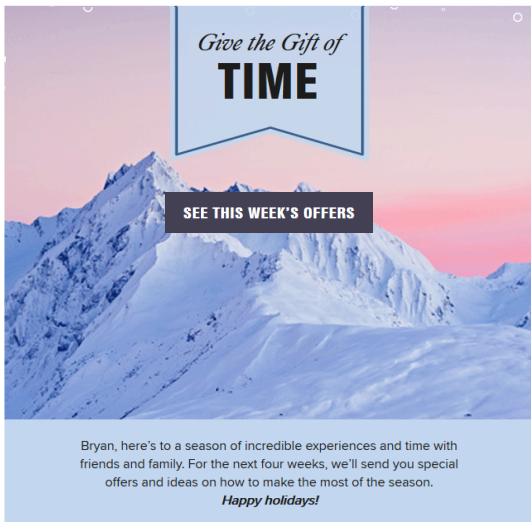
- Successfully delivered 55M emails featuring 24 unique partner offers/messages promoting the holiday gift giving & travel season
- Campaign generated a total of \$1.5M in revenue and 9.9K room nights
- Readers were highly interested in:
  - Homes & Villas in Email #1
  - Shop Cyber Week in Email #2
  - Americas campaign rate offer in Email #3
  - Buy Points in Email #4
- Full YoY analysis and insights will be shared early March 2020



# ENGAGEMENT RESULTS: ALL EMAILS

- Email #3 and #4 had deeper targeting that included previous Holiday email openers and active members; open and click rates were higher for both mailings
- Subject line optimization tactics were used to help lift open rates; Email #4 open rate was +6.1 pts. higher than Dec monthly avg.
- Stay-related Holiday emails drove overall campaign revenues; consider Gear as secondary content, like “gift ideas before you go” or include in the Points version as redemption ideas

	“Gift of’ Theme	Delivered	Opens	Open Rate	Clicks	CTR	CTOR	Room Nights	Revenue
<b>Email #1</b> (Nov 19)	<b>TIME:</b> Savings on extended travel and memory-making experiences	20.0 M	2.4 M	11.8%	136.7 K	0.7%	5.8%	4.2 K	\$675.2 K
<b>Email #2</b> (Nov 27)	<b>GEAR:</b> Gift ideas and gear for the travel-lover	19.5 M	2.1 M	10.8%	68.8 K	0.4%	3.3%	1.2 K	\$172.5 K
<b>Email #3</b> (Dec 2)	<b>TRAVEL:</b> Savings & specials on everything needed for Holiday travel	8.0 M	1.1 M	14.0%	108.7 K	1.0%	7.3%	4.1 K	\$602.4 K
<b>Email #24</b> (Dec 9)	<b>POINTS:</b> All about the points - how to give, earn and redeem them	8.2 M	1.7 M	20.1%	65.4 K	0.8%	4.0%	3.3 K	\$505.1 K
<b>TOTAL</b>		<b>55.7 M</b>	<b>7.2 M</b>	<b>13.0%</b>	<b>352.5 K</b>	<b>0.6%</b>	<b>4.9%</b>	<b>12.8 K</b>	<b>\$2.0 M</b>



# EMAIL #1 GIFT OF TIME

Nov. 19<sup>th</sup>

**Theme:** Savings on extended travel and memory-making experiences

**Offers included:** Homes & Villas, Gaylord ICE, Americas Extended Stay, Cruises Only, Moments, Tours & Activities

- Over a third of the clicks and bookings went to the Hero
- Homes & Villas in Just For You module was the 2<sup>nd</sup> most clicked piece of content in email
  - 66% of section clicks
  - 17% of overall email clicks
- 49% of the More to Explore section clicks were on the Sail Away cruise content

**Subject Line:** Just for You: Holiday Travel Offers  
**Pre-header:** Holiday Week 1 of 4: Save on extended vacations, memory-making moments and incredible getaways.

Section	Clicks (%)	Bookings (%)
HEADER	10%	33%
HERO	34%	34%
JUST FOR YOU	26%	27%
<ul style="list-style-type: none"> <li>Home Rentals (left): 66%</li> <li>Gaylord (right): 33%</li> </ul>		
MORE TO EXPLORE	12%	2%
<ul style="list-style-type: none"> <li>Sail Away (left): 49%</li> <li>Magic Moments (left): 21%</li> <li>Enjoy Family (right): 14%</li> <li>More Time (right): 14%</li> </ul>		
TRAVELER	2%	0%
FOOTER	16%	3%



Bryan, this week, we've got plenty of gifts and gear to get you going this holiday season. Whether you're shopping for yourself or picking up gifts for friends and family, we've got you covered.

JUST FOR YOU



SHOP CYBER WEEK

Save up to 50% on top brands and Cyber Week markdowns — this week only.

SHOP NOW >



# EMAIL #2 GIFT OF GEAR

Nov. 27<sup>th</sup>

**Theme:** Gift ideas and gear for the travel-lover

**Offers included:** MBV Boutiques, Maritz, Gift Cards, Cyber Week

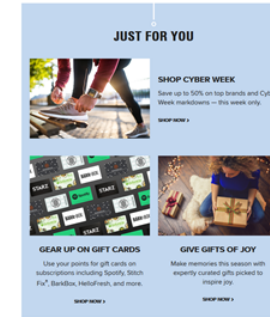
- Over a third of the clicks and bookings went to the Hero
- Shop Cyber Week was the 3<sup>rd</sup> most clicked piece of content; a very timely and familiar message
  - 62% of section clicks
  - 14% of overall email clicks
- Fairly equal engagement between the bedding & other on-property items; a good click-catcher

**Subject Line:** Bryan, Give the Gift of Gear  
**Pre-header:** Holiday Week 2 of 4: Earn and redeem points on gifts for travel-lovers.



HEADER  
10% clks; 55% bkg

HERO  
29% clks; 35% bkg



JUST FOR YOU  
23% clks; 0% bkg

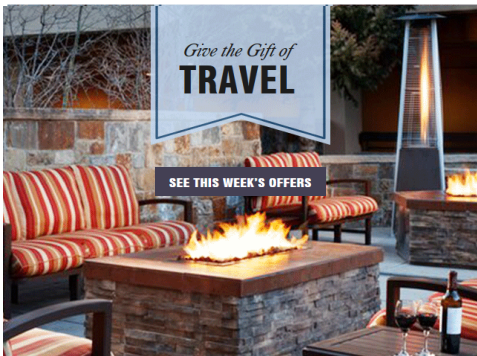
- Shop Cyber Week (top): 62%
- Gift Cards (left): 21%
- Gifts of Joy (right): 15%



MORE GIFTS  
12% clks; 2% bkg

- Vacation-Insp. Sleep (left): 53%
- Bring Vacation Home(right): 43%

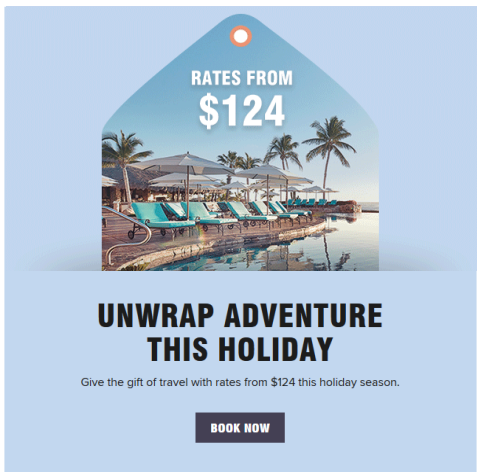
FOOTER  
26% clks; 7% bkg



Give the Gift of TRAVEL

SEE THIS WEEK'S OFFERS

Bryan, we've got everything you need to make your holiday travel plans a breeze. Discover deals on hotels, flights and car rentals — plus ways to earn and redeem points. Safe travels!



RATES FROM \$124

UNWRAP ADVENTURE THIS HOLIDAY

Give the gift of travel with rates from \$124 this holiday season.

BOOK NOW

# EMAIL #3 GIFT OF TRAVEL

Dec. 2<sup>nd</sup>

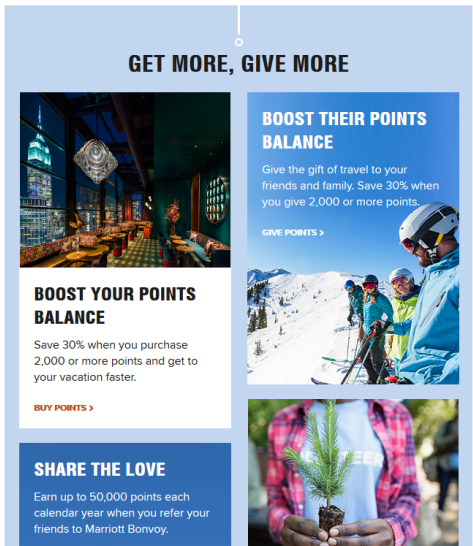
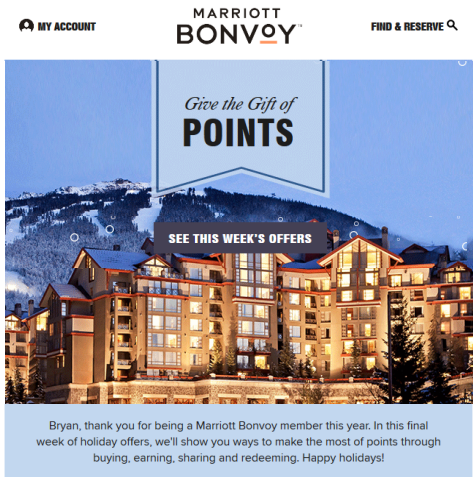
**Theme:** Savings and specials on everything needed for Holiday travel

**Offers included:** Americas Campaign, Global Promo, Courtyard 2K, Air & Car, Americas Resort, Americas Luxury Suites

- 35% of clicks & 42% of bookings went to the Hero; slightly higher than Emails #1 and #2
- Modules 2 and 3 had the same engagement (Americas rate offer and More to Explore)
  - Unlock More promo was 30% of the section clicks
  - Courtyard 2,000 points offer was an offer that interested readers and drove 30% of section clicks; consider similar offer for 2020 campaign
- Clicks on the Resort offer & Suites content were similar; consider testing a more prominent placement in 2020 for luxury segments

**Subject Line:** Frank, Give the Gift of Travel  
**Pre-header:** Holiday Week 3 of 4: Save on holiday travel and earn points at the same time.

<p>Give the Gift of TRAVEL</p> <p>SEE THIS WEEK'S OFFERS</p>	<p>HEADER</p> <p>9% clks; 29% bkg</p>
<p>RATES FROM \$124</p> <p>UNWRAP ADVENTURE THIS HOLIDAY</p>	<p>HERO</p> <p>35% clks; 42% bkg</p>
<p>MORE TO EXPLORE</p> <p>DRIVE MORE. EARN MORE.</p> <p>GET IN EVERY DAY</p> <p>PAY WITH POINTS</p>	<p>UNWRAP ADVENTURE</p> <p>19% clks; 0% bkg</p>
<p>LEVEL UP YOUR TRAVEL</p> <p>EXPERIENCE BEFORE</p> <p>SUITE DISCOVERIES</p> <p>HOLIDAY TRAVEL TIPS</p>	<p>MORE TO EXPLORE</p> <p>20% clks; 24% bkg</p>
	<ul style="list-style-type: none"> <li>• Unlock More (left): 30%</li> <li>• Courtyard 2K Offer (left): 30%</li> <li>• Hertz (right): 9%</li> <li>• Pay With Points (right): 16%</li> </ul>
	<p>LEVEL UP YOUR TRAVEL</p> <p>3% clks; 2% bkg</p>
	<ul style="list-style-type: none"> <li>• \$100 Resort Credit (left): 45%</li> <li>• Suite Discoveries (right): 50%</li> </ul>
	<p>TRAVELER</p> <p>2% clks; 0% bkg</p>
	<p>FOOTER</p> <p>14% clks; 1% bkg</p>



# EMAIL #4 GIFT OF POINTS

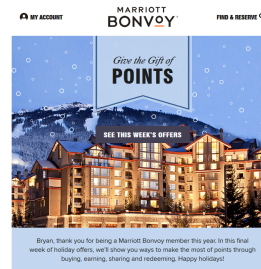
Dec. 9<sup>th</sup>

**Theme:** All about the points - how to give, earn and redeem them

**Offers included:** Points.com, Share Points, Reward a Friend, Donate Points, Cobrand ECM and Acquisition

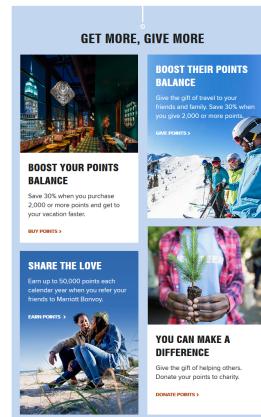
- Hero engagement was consistent with other emails
- Buy Points content was the 2<sup>nd</sup> most clicked piece of content in the email
  - 19% of overall email clicks
  - 61% of section clicks
- Cobrand content was good at catching clicks
  - Included dynamic acquisition and ECM messages for Amex and Chase products
  - Consider prominent messaging for cardholders and using SL/PH in 2020 for engagement lifts

**Subject Line:** Wendy, Give the Gift of Points  
**Pre-header:** Earn, share or donate your points — and make it a happy holiday season for all!



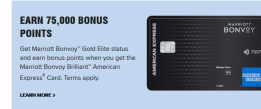
HEADER  
15% clks; 44% bkg

HERO  
32% clks; 43% bkg



GET MORE, GIVE MORE  
31% clks; 7% bkg

- Buy Points (left): 61%
- Give Points (right): 15%
- MBV RAF (left): 16%
- Donate Points (right): 6%



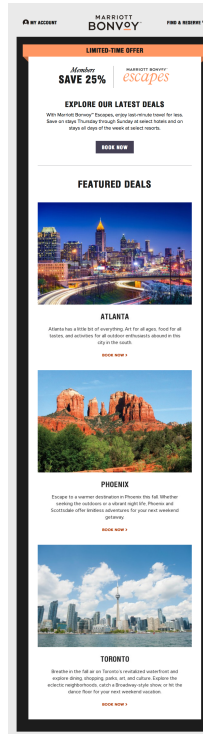
COBRAND  
5% clks; 2% bkg

FOOTER  
17% clks; 4% bkg

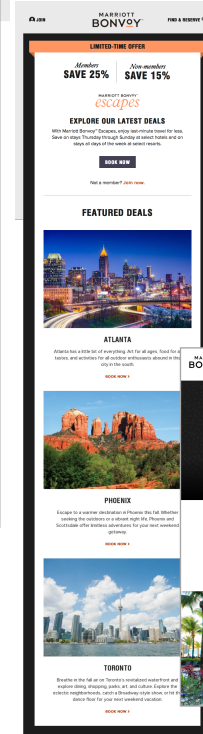
# MARRIOTT BONVOY ESCAPES: EMAIL OVERVIEW

- Deployment type: Automated campaign
- Frequency: Bi-weekly
- Email versions: Member and Non-Member
- Avg. deployment: 1.9M
- Audience Criteria:
  - ENG language and live/stay in US AND
  - Members who live in US and have had 2+ paid weekend stays in the US in the past 12 months OR
  - Members who live in the US and have had a paid OTA stay in the US in the past 12 months OR
  - Members who live in the US and have had a paid stay in the US in the past 12 months and have a CEI ORANGE flag of DS (Deal Seekers)
- Offers are timed and vary:
  - Standard: Members save 20% and Non-Members save 15%
  - Enhanced offers are provided at times

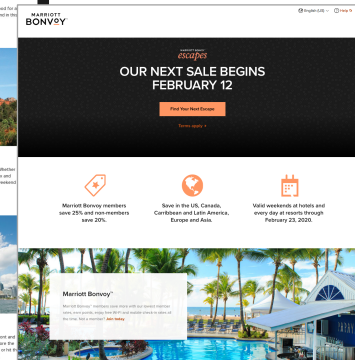
**Member Example:**  
 SL = Save up to 25% on Last-Minute Travel  
 PH = Lock in our last-minute deals and save.



**Non-Member Example:**  
 SL = Save 15% More with Marriott Bonvoy Escapes  
 PH = Lock in our last-minute deals and save.



Emails drive traffic to a dedicated landing page

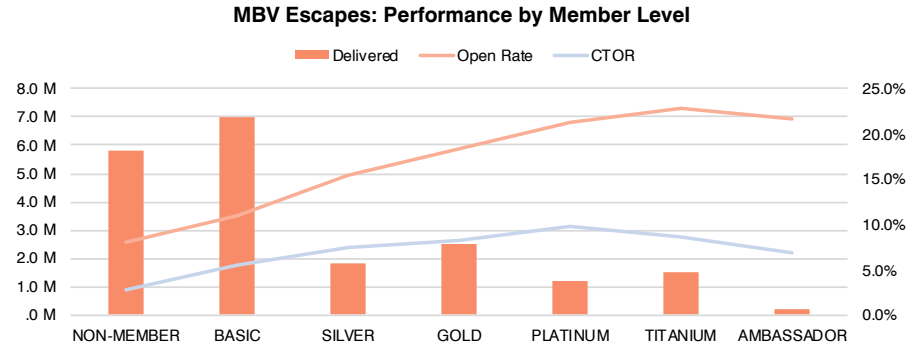


# MARRIOTT BONVOY ESCAPES: PERFORMANCE SUMMARY

	MBV Escapes 2019 Solo Stats	Offers & Pkgs. 2019 Email Stats	Diff.
Sent	20.1 M	93.9 M	
Delivered	20.0 M	93.2 M	
Delivery Rate	99.7%	99.2%	+0.5 pts
Opens	2.6 M	14.0 M	
<b>Open Rate</b>	13.1%	15.0%	-2.0 pts
Clicks	170.1 K	1.3 M	
<b>CTR</b>	0.8%	1.4%	-0.5 pts
<b>CTOR</b>	6.5%	9.2%	-2.7 pts
Unsubs	51.3 K	278.0 K	
<b>Unsub Rate</b>	0.26%	0.30%	-0.04 pts
Bookings	6.5 K	25.8 K	
Room Nights	13.5 K	56.8 K	
Revenue	\$2.2 M	\$9.5 M	
<b>Conversion</b>	3.8%	2.0%	+1.8 pts
<b>Bkgs./Delv. (K)</b>	0.33	0.28	+18%

## 2019 Observations:

- Open and CTO rates were -2 pts below Offers & Packages, similar campaign sent to members & non-members
- Booking conversion was +1.8 pts and bookings per delivered was +18%, which confirms targeting effectiveness
- Basic and Non-Members made up 64% of delivered emails
- Engagement increases as levels increase, except for Ambassador; monitor engagement to see if decline patterns continue
- Consider enhancing targeting with previous promo registrants and openers/clickers of other booking emails, like Global Promo, MAU, and Offers & Packages

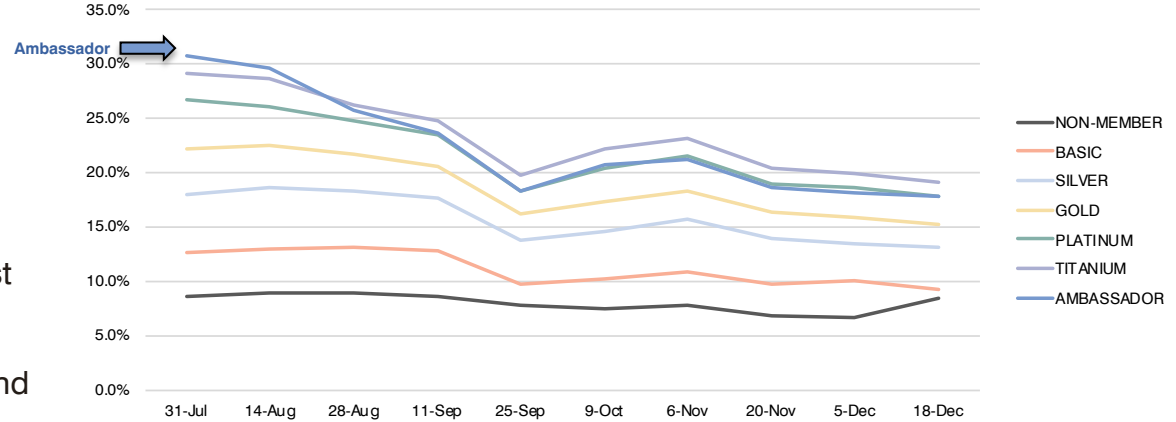




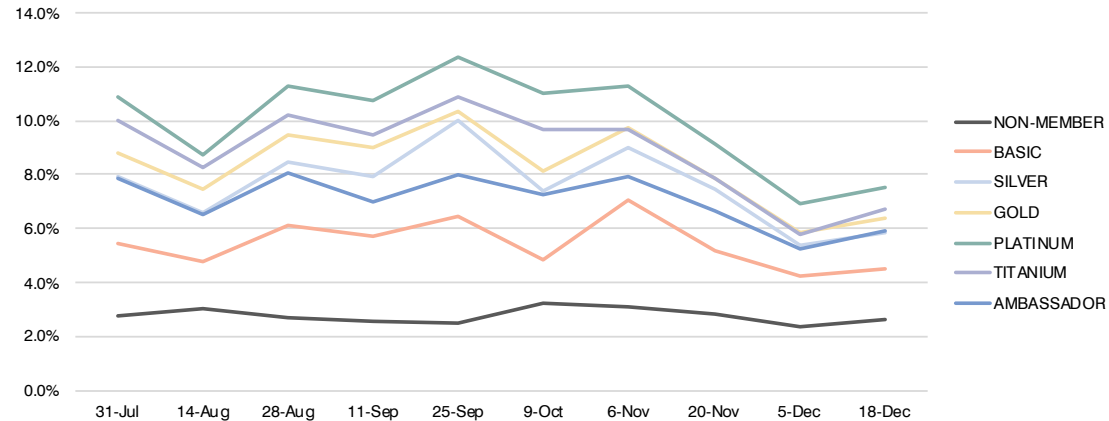
# MARRIOTT BONVOY ESCAPES: ENGAGEMENT TRENDS

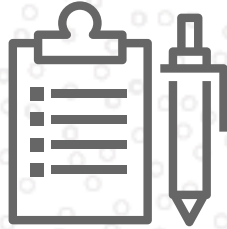
- Open rates declined over time for all members; non-members rates were steady with an increase mid-Dec
- CTOR patterns are consistent for most members
- Ambassador engagement declined and below other Elites; consider reducing frequency if declines continue
  - Open rates high with the first mailing, but then dropped to Platinum
  - CTORs were lower than all other Elites; just above Basic members
- Continue to optimize segmentation finding true deal seekers to drive relevancy and support frequency; roll-off consistent non-openers

MBV Escapes: Open Rate by Member Level



MBV Escapes: CTOR by Member Level





# TESTING & OPTIMIZATION

# Q4 OPTIMIZATION SUMMARY

- Subject line winners included branded approaches, personalization, offer-driven, and exclusivity
- Use winning styles from 2019 to inform future optimization efforts (i.e. Agility IQ)
- Q4 winners are below and only for results that were all statistically significant

Campaign	Subject Line/Pre-Header	Winning Style
<b>Oct:</b> Curator Solo	SL: The Curator - October 2019 PH: Explore The Luxury Collection around the world.	Branded, timely/dated
<b>Nov:</b> MAU	SL: Your Marriott Bonvoy Account Update: Special Offers, Benefits & More PH: See What's New in November	Branded (control version)
<b>Nov:</b> Offers & Packages	SL: Your New Marriott Bonvoy Offers Are Inside! PH: Save 20% on stays throughout Europe and more.	Branded, used "New", curiosity "Inside!" Used primary feature offer as pre-header
<b>Dec:</b> MAU	SL: Your Marriott Bonvoy Account Update: Special Offers, Benefits & More PH: See What's New in December	Branded (control version)
<b>Dec:</b> Holiday Email #4	SL: Just for You: Holiday Points Offers PH: Holiday Week 4 of 4 (Last one!): Earn, share or donate your points — and make it a happy holiday season for all!	Exclusive, personalization, intriguing words 'Travel Offers'
<b>Dec:</b> Europe Boxing Solo	SL: €50 Daily Credit + Room Upgrade on European Stays PH: Get free breakfast when you book with a Visa Card.	Offer-driven, popular destination - EU



# **ACTIONABLE INSIGHTS**

# ACTIONABLE INSIGHTS

- Continue to monitor engagement trends after additional inactive members roll-off in March 2020
- Win-back unengaged members with re-engagement tactics targeted to non-openers; content should be specific and focused on relevant messages that make opening again attractive
- Target sub-segments of Basic members differently to increase relevancy and lift engagement (i.e. early tenured members, new members, active stayer, near Elite)
- Consider enhancing MBV Escapes email targeting with previous promo registrants and openers/clickers of other booking emails, like Global Promo, MAU, and Offers & Packages; optimize segmentation and roll-off consistent non-openers

# ACTIONABLE INSIGHTS

- Use winning subject line and pre-header styles from 2019 to inform future optimization efforts (i.e. Agility IQ) to help lift channel open rates
  - Establish subject line optimization as a BAU tactic
  - Leverage high engagement words like when announcing program news (i.e. New, Introducing, Exclusive, Invite Only, Just For You)
  - Use member data to target subject lines by segment: Basic vs. Elite, by point balance, member activity, program tenure
  - Call attention to specific email content in the pre-header to give readers even more reason to open, like hero offers and video content

◦ **THANK YOU!**

# MARRIOTT BONVOY

## EMAIL PROGRAM TOTALS: FEB 13 – DEC 31, 2019

% of Total Emails Sent	100%	13%	4%	1%	25%	11%	1%	28%	5%	7%	4%
	Grand Total	MAU	Offers and Packages	LPM	Solo	Promotions	ATM	Cobrand	Moments	METT	Brand BPP
SENT	2.3 B	314.7 M	93.9 M	24.7 M	587.3 M	257.9 M	29.0 M	644.5 M	120.0 M	161.9 M	103.9 M
DELIVERED	2.3 B	307.2 M	93.2 M	23.1 M	573.9 M	251.0 M	28.5 M	639.9 M	119.6 M	157.0 M	102.8 M
DELIVERY%	98.2%	97.6%	99.2%	93.8%	97.7%	97.3%	98.5%	99.3%	99.7%	97.0%	98.9%
OPENS	357.2 M	53.1 M	14.0 M	5.1 M	89.5 M	38.8 M	4.7 M	80.7 M	25.3 M	26.7 M	19.4 M
OPEN%	15.6%	17.3%	15.0%	21.9%	15.6%	15.5%	16.3%	12.6%	21.1%	17.0%	18.9%
CLICKS	24.1 M	6.1 M	1.3 M	892.3 K	6.3 M	3.7 M	692.8 K	2.0 M	1.5 M	702.9 K	995.5 K
CTR	1.1%	2.0%	1.4%	3.9%	1.1%	1.5%	2.4%	0.3%	1.2%	0.4%	1.0%
CTOR	6.8%	11.5%	9.2%	17.6%	7.0%	9.6%	14.9%	2.4%	5.8%	2.6%	5.1%
UNSUBS	4.9 M	639.3 K	278.0 K	113.2 K	1.1 M	679.4 K	59.3 K	1.4 M	120.1 K	295.3 K	208.6 K
UNSUB%	0.21%	0.21%	0.30%	0.49%	0.19%	0.27%	0.21%	0.22%	0.10%	0.19%	0.20%
BOOKINGS	463.7 K	108.9 K	25.8 K	17.1 K	104.2 K	79.1 K	16.1 K	43.4 K	31.6 K	15.1 K	22.5 K
ROOM NIGHTS	1.0 M	244.0 K	56.8 K	39.0 K	235.7 K	176.1 K	36.0 K	86.1 K	72.3 K	34.9 K	53.1 K
REVENUE	\$170.9 M	\$41.3 M	\$9.5 M	\$6.2 M	\$38.3 M	\$28.6 M	\$5.9 M	\$13.2 M	\$12.3 M	\$6.0 M	\$9.7 M
CONV%	1.9%	1.8%	2.0%	1.9%	1.7%	2.1%	2.3%	2.2%	2.1%	2.1%	2.3%
BKGS/DELIVERED (K)	0.20	0.35	0.28	0.74	0.18	0.32	0.56	0.07	0.26	0.10	0.22



# APPENDIX: MAU MODULE PERFORMANCE

# MVP OFFER MODULE

## High-Level Synopsis:

- **The quantity of MVP offers was reduced starting in September with no discernible impact to the MVP module overall clicks**
- **Strong activity in the Alert and Personalized Deals modules affected the November MVP**
- **September was strong due to the Westin Sweepstakes offer and the Last Minute Deals offer accounting for almost 35K clicks**
  - **Sweepstakes offers historically perform well**
- **Third-party offers often have lower engagement**

## Recommendation:

- **Test MVP targeting versus logic-based targeting**
  - **Split the audience to gauge the impact of the MVP selection: A control segment using MVP vs. a segment that gets offers based on targeting logic.**

## Top MVP Offers Since August

Month	Offer	Call to Action	Targeted	Impressions	Link Clicks	% Impressions Clicked
Nov	CALA Breakfast	Learn More	153	48	1	2.083%
Oct	Canada Luxury	Reserve Now	156	51	1	1.961%
Sept	MVC Elite	Book Now	448	122	2	1.639%
Aug	APAC Spas	Book Now	663	97	1	1.031%
Oct	Luxury Suites	Reserve Now	8,686	2,828	25	0.884%
Sept	Westin Sweepstakes	Enter Now	19,687,726	3,034,643	25,179	0.830%
Nov	Stay In Luxury	Book Now	504	148	1	0.676%
Oct	Points.com	Learn More	3,619	644	4	0.621%
Sept	Courtyard Special	Book Now	143,735	22,977	133	0.579%
Oct	Courtyard Special	Book Now	26,651,958	4,143,447	21,515	0.519%
Aug	Disney World	Learn More	4,992	594	3	0.505%
Oct	APAC Dining	Learn More	1,360,168	187,893	806	0.429%
Aug	MEA Second Room	Learn More	15,041,626	2,523,390	9,636	0.382%
Sept	APAC Dining	Learn More	1,428,628	187,523	710	0.379%
Oct	EDITION Sweepstakes	Learn More	1,483,387	188,906	650	0.344%

## Bottom 5 MVP Offers Since August

Month	Offer	Call to Action	Targeted	Impressions	Link Clicks	% Impressions Clicked
Nov	Peru Points	Go Now	11,854	2,647	2	0.076%
Sept	Europe Resorts	Book Now	63,063	8,456	6	0.071%
Aug	Maritz Domestic	Shop Now	1,288,745	329,512	223	0.068%
Aug	Cruises Only	Book Now	106,090	13,380	8	0.060%
Sept	Cape Town	Book Now	62,598	8,254	3	0.036%

Month	MVP Offers	MVP Module Clicks
Aug	59	33,547
Sep	18	56,195
Oct	23	38,707
Nov	19	27,977

# ALERT MODULE

## High-Level Synopsis:

- The header “Alert” module has been used for educational content
  - The Alert module appears in a key location near the top of the MAU under the header
  - Alert engagement has varied greatly
- The Annual Choice Benefit Reminder has been featured the most but it goes only to a limited amount of members
  - Performance is strong, but the ACB is targeted to highly engaged Elite members

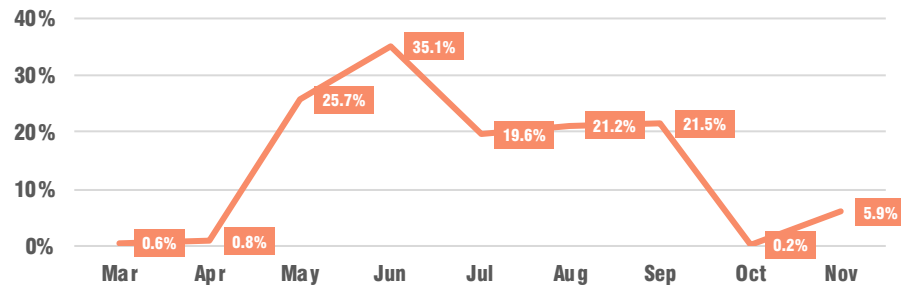
## Recommendation:

- Continue to keep clickable content in this section of the email to drive additional engagement
  - Content in March vs May was similar, but with no clickable content, there was a missed opportunity to drive additional traffic
- Test using the Alert section to all members each month
- Test featuring key promo offers in the Alert section

## MAU English Alert Section Results

Month	Link Description	CTA	Targeted	Impressions	Customer Click Count	% of Impressions Clicked
March	Freddie Awards	Learn More	28,270,194	5,476,701	34,335	0.6%
April	MBV Education	Learn More >	28,102,279	5,156,989	41,331	0.8%
May	Freddies Placeholder (not clickable)		20,348,594	0	0	0.0%
May	Annual Choice Benefit Reminder	Choose Now	49,698	19,908	5,111	25.7%
June	Annual Choice Benefit Reminder	Choose Now	85,583	31,252	10,984	35.1%
July	Annual Choice Benefit Reminder	Choose Now	123,835	43,201	8,459	19.6%
August	Annual Choice Benefit Reminder	Choose Now	166,857	61,406	13,005	21.2%
September	Annual Choice Benefit Reminder	Choose Now	204,457	68,256	14,666	21.5%
October	Disaster Relief Alert	Learn More	27,630,340	4,307,670	6,731	0.2%
November	Contact Information Update	Please check.	27,489,993	4,051,326	238,957	5.9%

Percentage of Impressions Clicked by Month



# PERSONALIZED DEALS MODULE

## High-Level Synopsis:

- The “Personalized Deals” engagement results are impacted by content
- Months featuring the Global Promotion have 4 or 5 times as many clicks
  - When the Global Promotion is featured, the Personalized Deals module is the most engaged module after the Account Box module
- When the non-promotional Bonvoy Education offer is featured, engagement drops dramatically
  - The Personalized Deals module activity was below almost all other modules in Sept. and Oct.

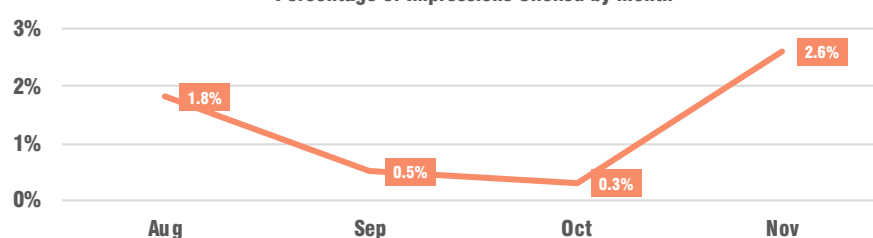
## Recommendation:

- Source content that recipients would interpret as an offer for the months when Global Promotion is not in market
  - Use available MVP offers not targeted to individual members
- Include and test Evergreen content

## MAU English Personalized Deals Results

Month	Link Description	Linked Txt	Targeted	Impressions	Link Clicks	% Impressions Clicked
August	Chase Bold	Learn More	562,659	95,967	1,061	1.106%
August	Endless Earning Book	Book Now	941,493	441,091	8,497	1.926%
August	Endless Earning Register A	Register Now	8,520,011	1,302,872	22,190	1.703%
August	Endless Earning Register B	Register Now	8,522,834	1,304,938	33,898	2.598%
August	Endless Earning Register C	Register Now	8,526,251	1,303,096	16,618	1.275%
August	JP Amex Spend LTO	Learn More	7,712	2,658	739	27.803%
August	MBV Education	Let's Go	756,386	175,653	691	0.393%
September	Chase Bold LTO	Learn More	5,895,550	705,150	6,018	0.853%
September	JP Amex Spend Promo	Learn More	7,823	2,673	386	14.441%
September	MBV Education	Let's Go	21,699,759	3,587,215	14,843	0.414%
October	JP Amex Spend Promo	Learn More	7,926	2,700	292	10.815%
October	MBV Education	Let's Go	27,615,369	4,302,663	12,714	0.295%
October	MC UAE Non-Cardmember	Learn More	274,638	33,382	400	1.198%
November	MBV Education	Let's Go	2,482,349	391,897	1,545	0.394%
November	Unlock More (Book- Base)	Book Now	458,631	205,344	4,395	2.140%
November	Unlock More (register by)	Register Now	24,549,013	3,454,085	100,692	2.915%

## Percentage of Impressions Clicked by Month



# NEWS MODULE

## High-Level Synopsis:

- The “News” module features a Moments offer and a promotional offer each month
- The Non-Moments offers impression click rate runs 155% higher than the Moments offers click rate
  - But the difference was closer in November with the Rewards Networking Dining offer was at 0.33% versus the Moments Cayman Cookout at .030% and the Radio City Music Moment at 0.27%
- The Homes and Villas offer in August performed the best of all News offers over the past four months.

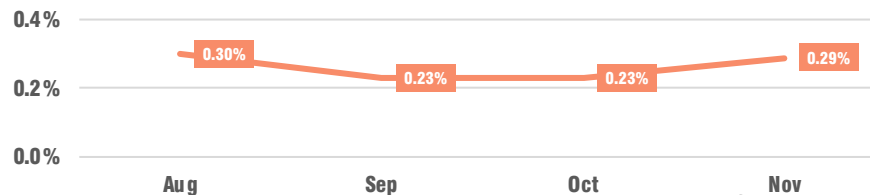
## Recommendation:

- Replace Moments offers for social content for Base Members
  - Base Members typically do not have enough points to take advantage of these offers
- Test specific Moments Package against general Moments Content directing to the Moments landing page
  - Previous Moments Solo email results indicate members click on the general “See All Auctions” link

## MAU English News Results

Month	Link Description	Linked Txt	Targeted	Impressions	Link Clicks	% Impressions Clicked
August	Homes and Villas	Learn More	27,837,346	4,626,275	23,905	0.52%
August	Moments - Aloft Homecoming	View Moment	25,948,358	3,972,753	2,857	0.07%
August	Moments - Give Back	View Moment	807,879	314,275	354	0.11%
August	Moments - Wake Up Call	View Moment	1,081,109	339,247	498	0.15%
September	Homes and Villas Master Class	Learn More	521,801	198,250	447	0.23%
September	Michelin Series Moments	Learn More	4,141,898	556,520	1,010	0.18%
September	Moments NFL	View Moments	21,548,332	3,357,385	3,852	0.11%
September	Peak Off Peak	Learn More	27,603,132	4,295,038	14,006	0.33%
September	Wake Up Call - Moments	View Moment	1,391,101	182,883	239	0.13%
October	Homes and Villas Wine Country	Learn More	13,816,646	2,153,949	5,347	0.25%
October	NFL Moments	Learn More	22,103,120	3,562,557	4,794	0.13%
October	Rankin Photography Moment	View Moments	5,527,220	745,113	1,170	0.16%
October	Rewards Network	Learn More	13,813,694	2,153,721	8,875	0.41%
November	Cayman Cookout	View Event	2,122,900	650,253	1,947	0.30%
November	Radio City Music Hall Access	View Event	22,742,459	2,842,484	7,679	0.27%
November	Rewards Network - Base	Learn More	22,441,654	2,783,368	5,193	0.19%
November	Rewards Network - Elites	Learn More	5,048,339	1,267,958	8,193	0.65%
November	VIP Manchester United Access	View Events	2,624,634	558,589	808	0.14%

Percentage of Impressions Clicked by Month



# TRAVELER MODULE

## High-Level Synopsis:

- General Traveler articles seem to perform well
- The “Packing Tips” article in November had the most engagement in the past four months
  - The “Travel Gear” article in August also did well

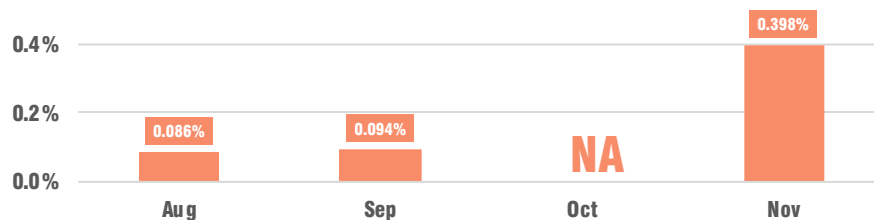
## Recommendation:

- Review targeting for Traveler articles
- Test targeting a general travel article to all members versus a geographically targeted article
  - Months where members received geo-targeted messages, they had lower engagement than months where they received general messaging, this appeared to have a minimal impact on revenue

## MAU English Traveler Results

Month	Link Description	Linked Txt	Targeted	Impressions	Link Clicks	% Impressions Clicked
August	Traveler - Costa Rica	Learn More	5,787,910	813,932	412	0.051%
August	Traveler - Europe Pets	See article	1,385,566	227,356	171	0.075%
August	Traveler - Theme Parks	See article	17,512,357	2,564,613	774	0.030%
August	Traveler - Travel Gear	See article	3,151,513	1,020,374	2,622	0.257%
September	Traveler - European Cities	Learn More	1,443,458	241,021	321	0.133%
September	Traveler - Packing Hacks	See Article	4,211,207	513,796	505	0.098%
September	Traveler - Weekend Escapes	Learn More	21,948,467	3,531,784	3,209	0.091%
November	7 Coolest Neighborhoods	See Article	15,607,562	1,826,563	4,118	0.225%
November	Chinese Ice Sculpture	See Article	305,874	33,340	35	0.105%
November	Europe Christmas Markets	See Article	6,528,218	923,465	1,895	0.205%
November	Packing Tips	See Article	5,048,339	1,267,958	10,058	0.793%

Percentage of Impressions Clicked by Month



# MARRIOTT BONVOY TRAVELER: Q4 2019 EMAIL PERFORMANCE

# Q4 2019 PERFORMANCE VS. GOAL

- Engagement rates impacted by seasonal lows and possibly the second quiz in December; it had the lowest open rate & second lowest CTO for the year
- Several Bonvoy emails deployed just days before the December mailing and they may have also influenced engagement:
  - MAU was sent two days earlier; sent to all members
  - All Brand METTs were sent the day before; start of 1 day pilot
  - A Moments NFL solo was sent the day before
- Quarterly sessions are 10% ahead of goal, mostly due to October generating 84.6K sessions; emailers viewed the same amount of pages but spent less time on the site

## EMAIL

OPEN RATE

12.7%

(-2 pts. vs. goal of 15%)

CTO RATE

5.2%

(-1 pts. vs. goal of 6%)

## ONLINE

SESSIONS

65.9 K

(+10% vs. goal of 60K)

DURATION

1:11

(-12% vs. goal of 1:20)

PAGES/SESSION

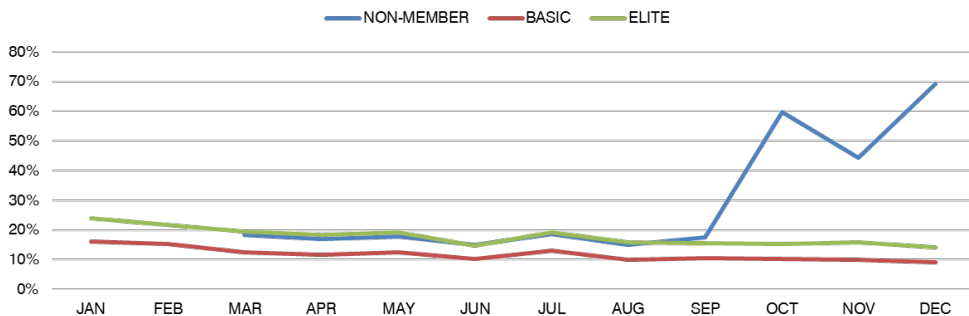
1.5

(flat vs. goal of 1.5)

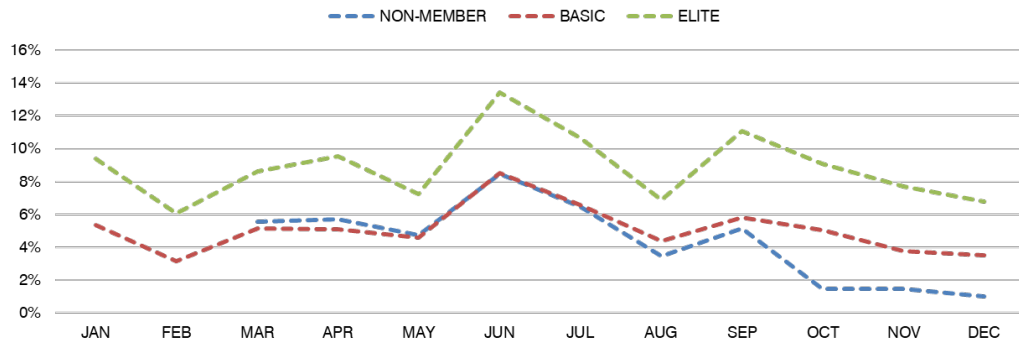


# SEGMENTATION: MEMBER VS. NON-MEMBER

2019 Open Rate Trends by Member Level



2019 CTOR Trends by Member Level



➤ Recent non-member segmentation changes resulted in a drop in delivered counts and lifts in open rates

- Regular non-openers were removed from email segmentation; also criteria for backfill no longer includes non-members
- Delivered counts went from 2.5M in Q3 to 325K in Q4

➤ Q4 click rates remained steady for Elites and Basic members, but dropped significantly for non-members

➤ Consider testing into an abbreviated email version for non-members that only includes their most engaging type of content

- Use email click data to determine the high engaging content & sections and suppress everything else

# Q4 vs. Q3 2019 PERFORMANCE

Metrics	Q4 2019	Q3 2019	Q4 vs Q3 2019
Sent	29.8 M	31.5 M	-5.1%
Delivered	29.8 M	29.6 M	+0.6%
Delivery%	99.8%	94.2%	+5.6 pts.
Opens	3.5 M	3.8 M	-8.9%
Open%	11.7%	12.9%	-1.2 pts.
Clicks	182.3 K	257.5 K	-29.2%
CTR	0.6%	0.9%	-0.3 pts.
CTOR	5.2%	6.8%	-1.5 pts.
Unsubscribe Rate	0.14%	0.16%	-0.02 pts.
Bookings	1.2 K	2.2 K	-42.9%
Room Nights	2.7 K	4.6 K	-41.7%
Revenue	\$440.3 K	\$730.6 K	-39.7%
Sessions	65.9 K	103.0 K	-36.1%
Duration	1:11	1:20	-12.4%
Pages/Session	1.4	1.5	-0.5%

Delivery rate up 5 pts. at 99.8%; increase was due to the:

- Removal of unexpected audience added in Aug from database update
- Removal of non-member backfill criteria and non-openers; keeping engaged readers

Increase in delivered emails did not result in more opens or clicks QoQ

Financial declines are from a combo of seasonality effects & significant lows in October

# THE RITZ-CARLTON: Q4 2019 EMAIL PERFORMANCE

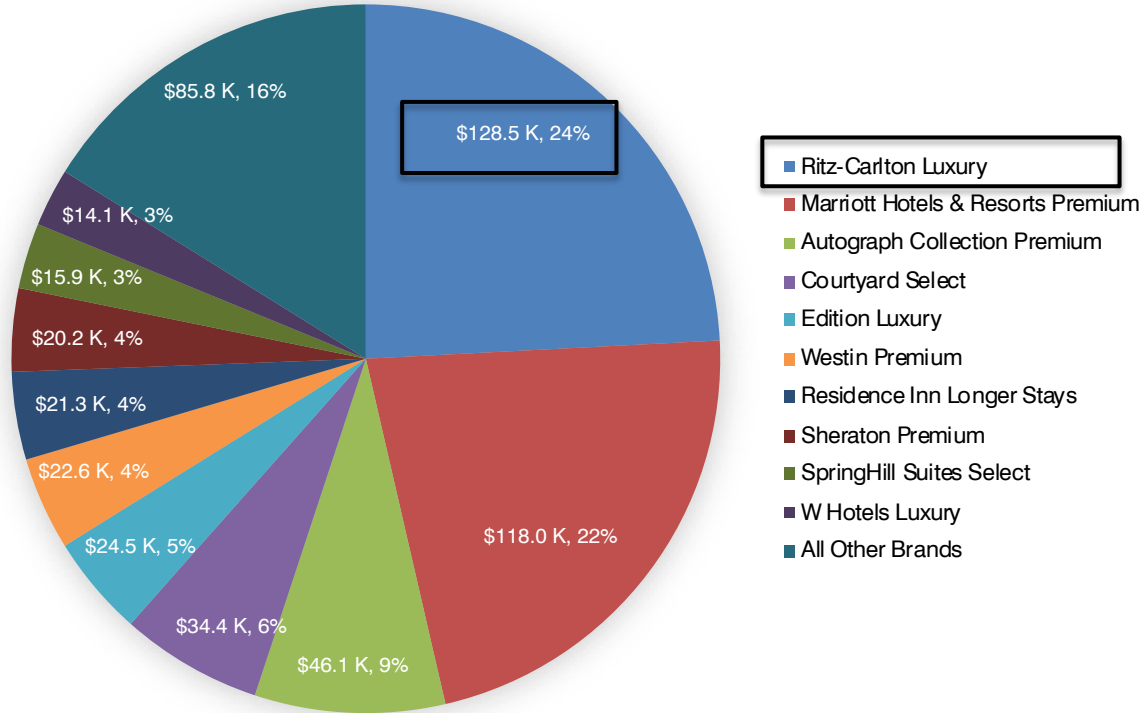
# Q4 2019 EMAIL PERFORMANCE SUMMARY

- Q4 email and financial engagement metrics were impacted by seasonality
- Dec eNews had the lowest email performance all year; revenue was 16% higher MoM, but still one of the lowest revenue generating campaigns all year
- Delivering 28% more emails QoQ from additional Solos helped engagement, but not enough to combat seasonal lows: NYE / New Openings Solo in Dec and Warm Weather Solo in Nov

<b>Engagement</b>	<b>12.7 M</b>	<b>18.9%</b>	<b>1.1%</b>	<b>5.8%</b>	<b>0.17%</b>
	Emails Delivered +27.9% QoQ (+2.8 M)	Open Rate 0.00 pts QoQ	CTR -0.3 pts. QoQ	CTOR -1.7 pts QoQ	Unsubscribe Rate -0.02 pts QoQ
<b>Financials</b>	<b>981</b>	<b>2.3 K</b>	<b>\$506.0 K</b>	<b>\$0.04</b>	<b>0.7%</b>
	Bookings -15.0% QoQ (-173)	Room Nights -14.5% QoQ (-386)	Revenue -11.7% QoQ (-\$67.4 K)	Revenue/Delivered -31.0% QoQ	Conversion -0.1 pts QoQ

# EMAIL REVENUE TO BRAND CONTRIBUTION

**% of Q4 2019 Revenue  
By Brand**



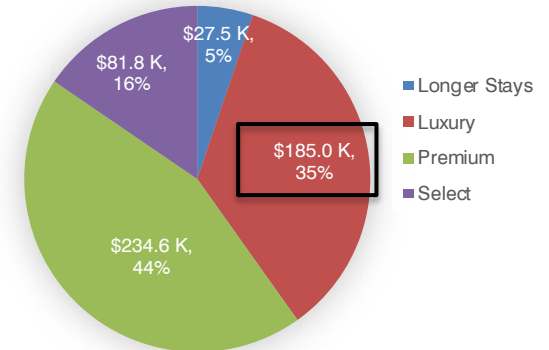
Q4 emails were successful at driving business to The Ritz-Carlton hotels

A disproportionate amount of Q4 '19 email revenue went to The Ritz-Carlton brand (24%)

35% of email revenue went to Luxury brand hotels (includes RC) which supports targeting of lux stayers



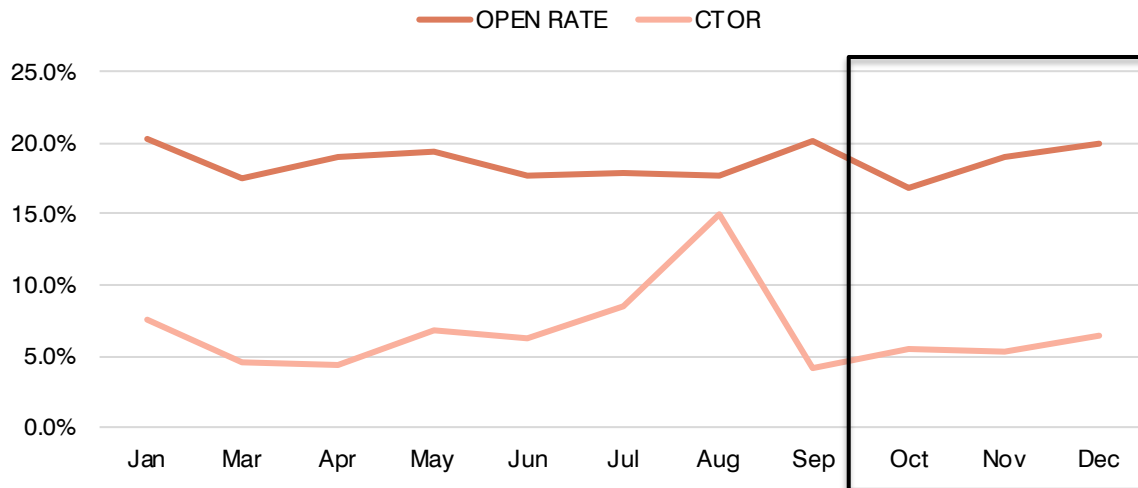
**% of Q4 2019 Revenue  
By Brand Category**



# Q4 2019 EMAIL ENGAGEMENT TRENDS

- Nov and Dec Solos were timely and relevant, and lifted monthly open rates; both had open rates in the 20's
- Click rates remained steady in Q4; Dec Solo contributed to the MoM increase with a CTOR over 7%

## The Ritz-Carlton Email Engagement Trend 2019



# Q4 2019 MONTHLY PERFORMANCE

## Solos contribute to quarterly performance:

- Nov and Dec included timely Solo emails that were sent to the same eNews audience, and generated higher KPIs and revenue
  - Most of the monthly revenue came from Solos: 47% of Nov revenue and 85% of Dec revenue from respective Solos
  - 49% of Q4 revenue from Nov & Dec Solos
  - Additional emails maintain consistent communications with readers and generate increased revenues; similar Solos are planned for 2020
- Subject line optimization was used with each eNews & Solo in Q4; lift eNews open rates with high performing Solo content & personalization tactics
  - Since Solo email open rates are higher than eNews, consider using the high performing Solo content to inform eNews subject lines and/or pre-headers, when applicable
  - Solo content that captures clicks: Club level access, more than one property feature, and new openings

	OCT	NOV	DEC
Sent	2.6 M	5.2 M	5.1 M
Delivered	2.6 M	5.1 M	5.0 M
Delivery%	98.2%	98.5%	98.6%
Opens	430.4 K	964.4 K	1.0 M
<b>Open Rate</b>	<b>16.8%</b>	<b>18.9%</b>	<b>19.9%</b>
Clicks	24.0 K	50.7 K	63.2 K
CTR	0.9%	1.0%	1.3%
<b>CTOR</b>	<b>5.6%</b>	<b>5.3%</b>	<b>6.3%</b>
Unsubs.	4.3 K	7.6 K	9.3 K
Unsub. Rate	0.17%	0.15%	0.19%
Bookings	219	303	459
Room Nts.	497	768	1.0 K
Revenue	\$119.1 K	\$168.1 K	\$218.8 K
Rev./Del.	\$0.05	\$0.03	\$0.04
Conv. Rate	0.9%	0.6%	0.7%