

# Q2 2016 Marriott Rewards Email Program Review

YesLifecycleMarketing Customer Strategy  
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- ❖ Q2 Overview: “State of the Union”
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# Q2 2016 Executive Summary

- ❖ **Support of a number of new program initiatives drove strong Q2 performance and moved program above forecast**
- ❖ **All elite status levels saw YoY increases in room nights**
- ❖ **Initial Project Orange reporting forecasting program to surpass EOY goals; however, PO segments showed no lift against global control in Q2**
- ❖ **Project Orange Nonmember acquisition efforts launched to a small audience and generated a low number of enrollments**
- ❖ **Learning Agenda focused on specific campaign optimizations**

# Q2 2016 Learnings

- ❖ **Member engagement with eBreaks modules in Hotel Specials demonstrated the impact of aligning content with campaign objectives**
- ❖ **Increase in Destinations click engagement correlated with travel inspiration content & seasonally relevant travel themes**
- ❖ **Actively promoting brand portfolio awareness to PO segments correlated with lift in WHPH new brand stays in July**
- ❖ **Banner content module for Summer Promo generated significantly higher engagement than article module**
- ❖ **Targeting a small audience to drive PO enrollment drove low ROI**
- ❖ **We still need more data at a campaign level to properly evaluate and optimize against MBOs and drive insight**

# Email program goals dashboard: YTD (as of 7/2)

Email MBOs	YTD	YoY	Goal	Against 2016 Goal
Bookings*	426 K	+22.5%	N/A	N/A
Room Nights*	948 K	+17.9%	1.7 M	+6.0%
MRCC Acquisitions	17 K	-	35,000	-1.2%

Customer Room nights*	Q2 YTD	Q2 YTD YoY	Q1 YTD YoY
All Members	889 K	+19.1%	+1.8%
Platinum	239 K	+11.5%	-17.8%
Gold	205 K	+9.7%	-11.1%
Silver	205 K	+23.4%	+18.8%
Basic	240 K	+34.1%	+26.3%
Non-member	30 K	+4.9%	+12.1%

## Key Findings

### Email program continued to grow...

- Highest quarterly email volume & bookings/room nights since Q1 '12

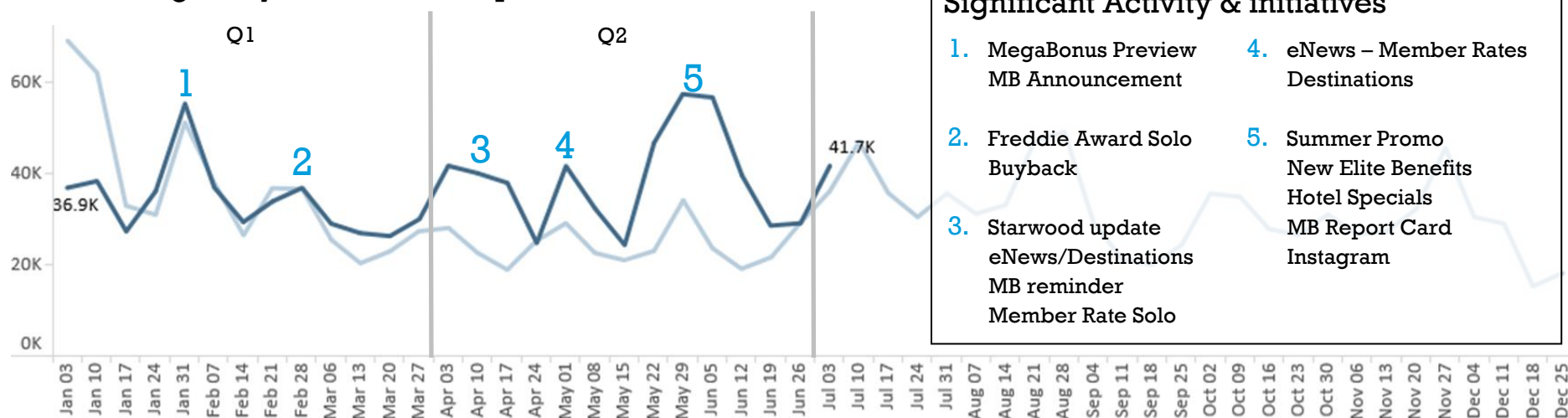
### ...and maintained program efficiency

- 5.5% above 2 year average booking per delivered (ROI metric)
- 2<sup>nd</sup> highest booking per delivered since Q2 '15

\*Note: Bookings/room nights are Omniture

# Significant number of supported initiatives in Q2'16

Room nights by week: YoY comparison



## Key Findings

### A strong Q2 overcame a slow January start

- Spring'16 MegaBonus launched Feb
- Significantly more initiatives supported in Q2'16 than Q2'15

**Supporting initiatives and ongoing campaign optimizations increased campaign performance**

# Email program KPI dashboard: Q2 2016

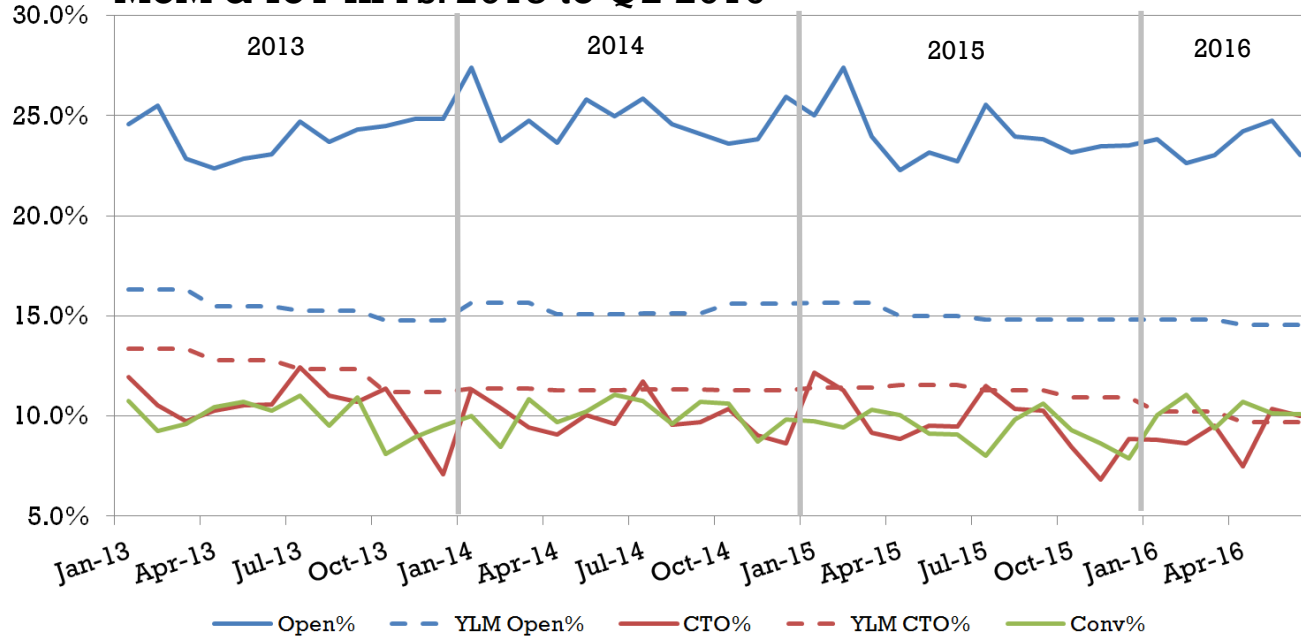
	Q2 2016	YoY%	Q2 YTD	Q2 YTD YoY	Q1 YTD YoY
Mailable Members	17.2 M	+9.8%	17.2 M	+9.8%	+4.8%
Room nights	1.4 M	+76.2%	2.7 M	+27.0%	-1.8%
EIR Bookings	583 K	+82.2%	1.1 M	+31.1%	+1.0%
EIR Book/Delivered(K)	2.3	+15.3%	2.2	-8.8%	-23.5%
Emails Delivered	256 M	+58.0%	516 M	+43.8%	+32.1%
Open Rate	24.0%	+5.7%	23.6%	-3.0%	-9.6%
Click to Open Rate	9.3%	-0.7%	9.1%	-11.7%	-18.9%
Conversion Rate	10.3%	+9.9%	10.2%	+6.8%	+4.3%

All email KPIS have gained on YoY differences from Q1

- 2<sup>nd</sup> highest Quarterly Open rate since Q1'15
- Highest Quarterly Conversion rate since Q3 '14

# MR program email KPIs are countering declining industry trends

MoM & YoY KPI's: 2013 to Q2 2016



## YLM 2016 Q2 hospitality/travel benchmarks vs MR

**Open Rate:** 14.7%  $\Delta$  YoY: -9.5%

**MR:** 24.0%  $\Delta$  YoY: +5.7%

**CTOR:** 6.2%  $\Delta$  YoY: -40.6%

**MR:** 9.3%  $\Delta$  YoY: -0.7%

YoY Q2 Open rate increased for MR program while hospitality sector & all Yesmail clients decreased  
YoY Q2 Click to Open rate was flat while the hospitality sector & all Yesmail showed significant YoY decline



# Project Orange Program Goals & measurement

## **Goals**

## **Measurement**

- |  |   |
|--|---|
| ❖ <b>Increase new brand trial</b>              | <b>% of customers with stays at a new brand</b>                 |
| ❖ <b>Increase leisure stay</b>                 | <b>% of customers with one more leisure stay than last year</b> |
| ❖ <b>Move members up Elite levels</b>          | <b>% of segment that are elite status</b>                       |
| ❖ <b>Convert non-members to active members</b> | <b>% of segment that are members</b>                            |

# Both segments forecasted to exceed EOY goals

Primary Goals	WHPH		TSAT	
	YTD	Goal (vs '15)	YTD	Goal (vs '15)
<b>New Brand Trial</b> % customers with trial	35.5%	> 28.9%	24.3%	> 22.3%
<b>Leisure Stay</b> % cust.with +1 stay YoY	37.0%	> 29.8%	25.1%	> 18.6%

Per Customer	WHPH		TSAT	
	Test	Control	Test	Control
<b>Avg Bookings</b>	6.504	6.511	2.037	2.046
<b>Avg Revenue</b>	\$2,223	\$2,239	\$802	\$800

Membership	WHPH		TSAT	
	YTD	Goal(vs '15)	YTD	Goal(vs '15)
<b>% Elite status</b>	60.9%	63.1%	24.7%	26.9%
<b>% membership</b>	89.6%	89.5%	77.7%	77.1%

## Key Findings

- Both segments forecasted to exceed end of year goals
- No difference to control group

## WHPH

- Projected to beat Leisure Stay goal by 7%
- Projected to beat New to You Brand goal by 6%

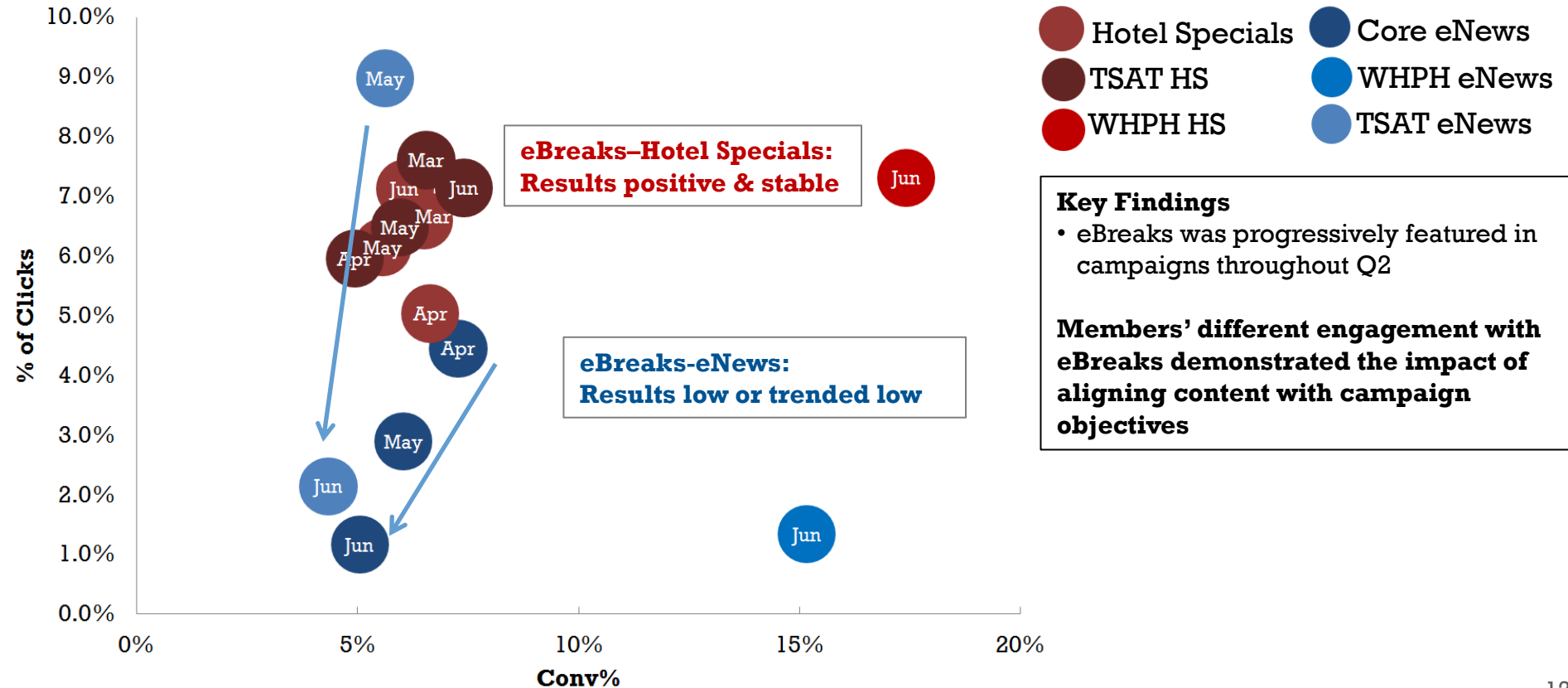
## TSAT

- Projected to beat Leisure Stay goal by 7%
- Projected to beat New to You Brand goal by 2%

**There was lift for WHPH against control in New Brand trial in July**

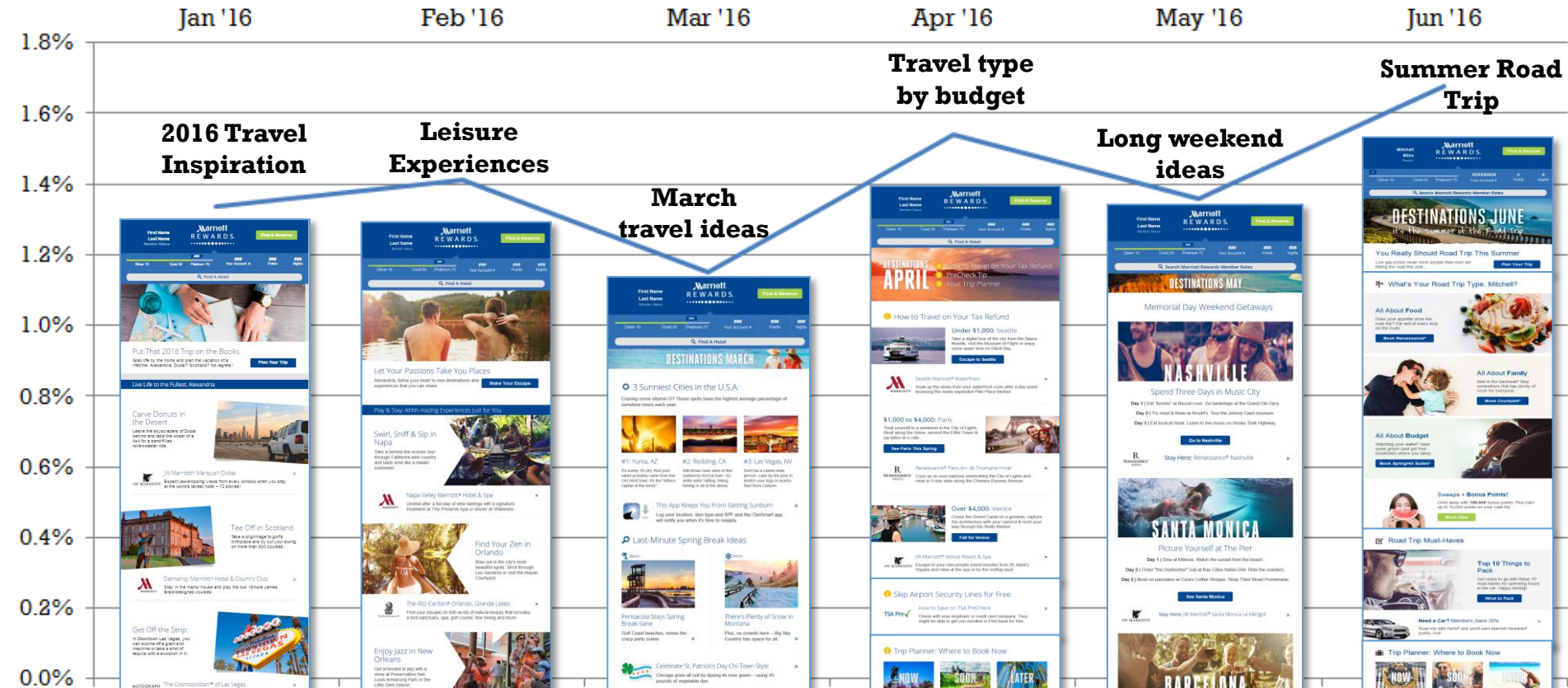
## + Key Learnings

# eBreaks was effective as content in Hotel Specials but less so in eNews



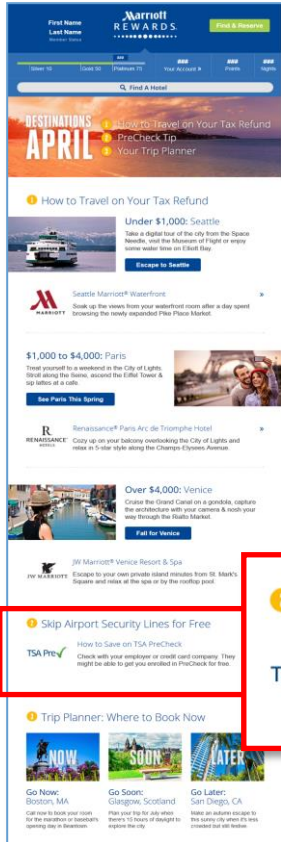
# Increase in Destinations click engagement correlated with more focused travel content themes

Click Rate (Click / Delivered emails)



# Non-hotel related travel content was among the most engaged content

## April Destinations



## Key Findings

**Content like TSA PreCheck tips & Top 10 Things to Pack (ft. in Marriott Traveler) drove among the highest click engagement**

**Moving to monthly mailing allowed for deeper collaboration and integrated content**

**Leverage content like Traveler to provide a stronger, more authoritative Marriott voice & continue to share out content**

### 2 Skip Airport Security Lines for Free



How to Save on TSA PreCheck

Check with your employer or credit card company. They might be able to get you enrolled in PreCheck for free.

**15-30% of Email clicks**

### ✓ Road Trip Must-Haves



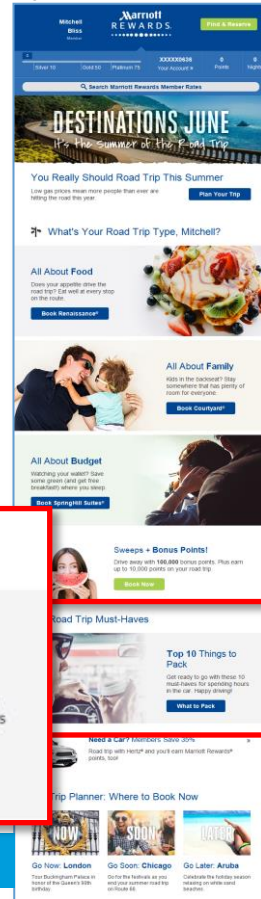
### Top 10 Things to Pack

Get ready to go with these 10 must-haves for spending hours in the car. Happy driving!

[What to Pack](#)

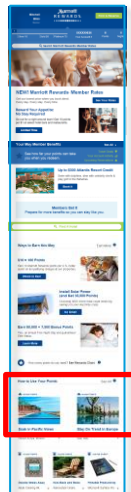
**~15% of Email clicks**

## June Destinations

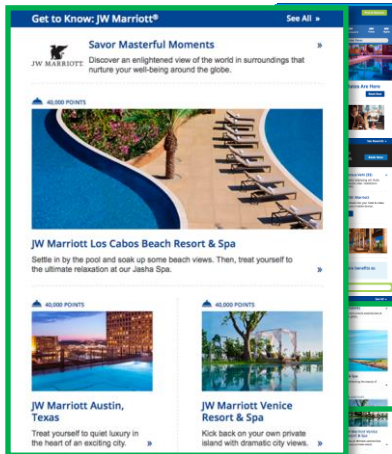


# Brand portfolio awareness was greater in PO eNews than Core eNews throughout Q2

May Core eNews



May PO eNews



## Key Findings

### Brand portfolio content generated greater click share in PO eNews vs Core

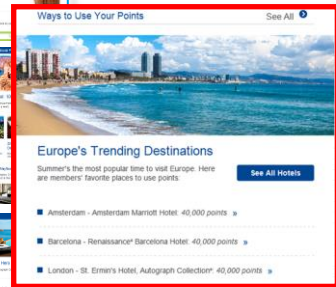
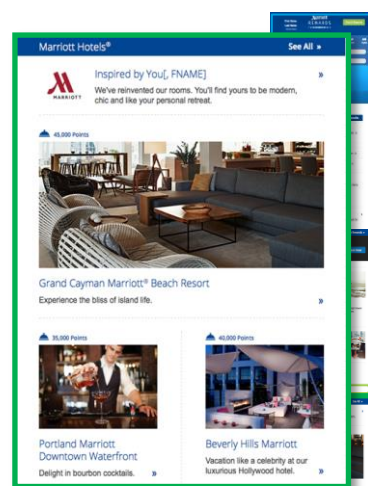
- eNews Brand links averaged 4.2% of total clicks
- WHPH Benefits averaged 6.9%
- TSAT Benefits averaged 6.3%

**In July there was lift in WHPH New Brand Stay against control**

June Core eNews



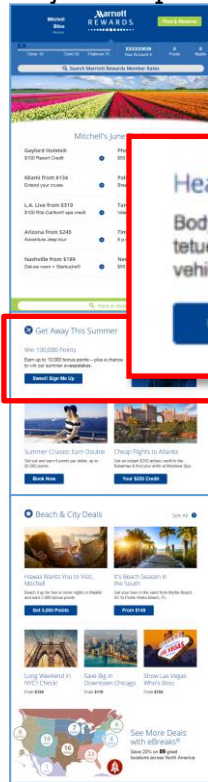
June PO eNews





# Banner content module may have generated higher click engagement than the article module

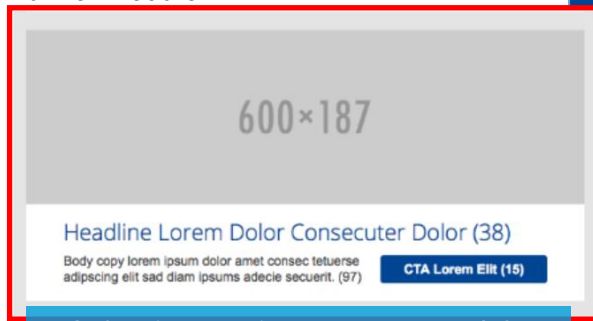
## May Hotel Specials



## Article module

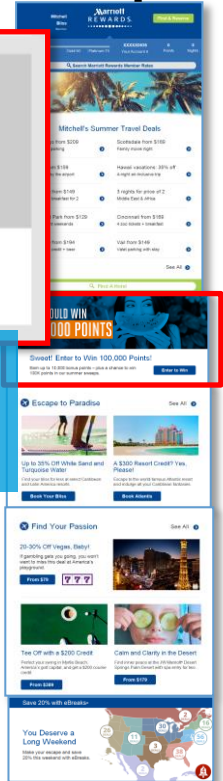


## Banner module



- 87% higher click engagement\* & 90% more bookings
- Total MoM clicks increased by 23%  
\* % of total clicks

## June Hotel Specials



## Key Findings

Email design can influence the degree of engagement with key initiatives

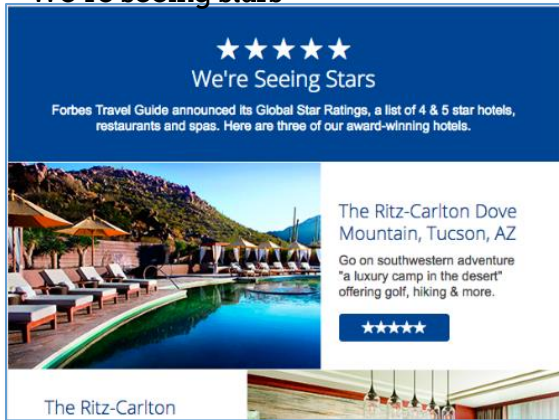
Trends like the above have influenced the evolution of the Learning Agenda to focus on understanding best practice design elements

Future testing to incorporate module testing



# Q2 unique creative treatments

## "We're seeing stars"



★★★★★  
We're Seeing Stars

Forbes Travel Guide announced its Global Star Ratings, a list of 4 & 5 star hotels, restaurants and spas. Here are three of our award-winning hotels.

The Ritz-Carlton Dove Mountain, Tucson, AZ

Go on southwestern adventure "a luxury camp in the desert" offering golf, hiking & more.

★★★★★

The Ritz-Carlton

## Checkerboard



GET MORE REWARDS +

You are who you are. You like what you like. And now you can get Rewards that are just like you.

EXPERIENCES MARKETPLACE +

Picture yourself at dinner with your favorite chef. Imagine going VIP to the biggest concerts. Now use points to be more you.

Explore Experiences

ELITE CONCIERGE SERVICE +

A select group of members will have access to an Elite concierge.

## Color banding, text over image



DESTINATIONS JUNE

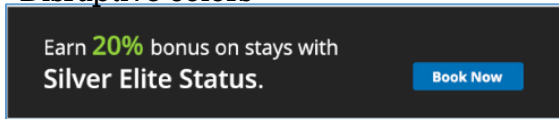
It's the Summer of the Road Trip

You Really Should Road Trip This Summer

Low gas prices mean more people than ever are hitting the road this year.

Plan Your Trip

## Disruptive colors



Earn **20%** bonus on stays with Silver Elite Status.

Book Now

## Chevron



Every Day.

PARIS

# Acquisition efforts to a small audience generated a low number of enrollments

## WHPH Taste of Gold

5.6 K Emails sent

**46 Enrollments**

83.6% Enrollment Conversion

8.2 Enrollment/delivered email(K)

The screenshot shows the Marriott website's 'Taste of Gold' promotion. At the top, there's a header with 'First Name', 'Last Name', the Marriott logo, and a 'Find & Reserve' button. Below the header is a search bar labeled 'Find A Hotel'. The main visual is a woman relaxing in a hammock. The text reads: 'We're Giving You Gold (Elite status, that is)'. Below this, it says: 'Get the Gold Elite Status you deserve when you enroll in Marriott Rewards by April 22nd.' and 'Stay 6 times by September and keep your status until February 2018.' There's a 'Give Me Status' button. Further down, it asks 'Wondering what's in it for you?' and lists three benefits: '25% bonus points for stays', 'Lounge access and breakfast for two', and 'Complementary room upgrade'. At the bottom is an 'Enroll in Marriott Rewards' button.

## Free night Offer (WHPH)

5.1 K emails sent

**16 Enrollments**

62.5% Enrollment Conversion

3.1 Enrollment/delivered email(K)

The screenshot shows the Marriott website's 'Free Night' offer. The header is identical to the first slide. Below the search bar, there's a large banner that says 'OH WHAT A FREE NIGHT! STAY TWICE, GET A FREE NIGHT'. Below the banner, it asks 'Where Will You Go, Alexandria?' and says: 'Join Marriott Rewards® today and earn a free night certificate when you make 2 paid stays at any of our 4,200+ hotels worldwide.' There's a 'Join Now' button. Further down, it says 'Your Free Night is as Easy as 1-2-3' and shows three steps: 'Step 1: Enroll in Marriott Rewards', 'Step 2: Make 2 Paid Stays', and 'Step 3: Earn Your Free Night'. At the bottom is a 'Sign Me Up!' button.

## Nonmember Benefits (WHPH, May)

5.9 K emails sent

N/A Enrollments

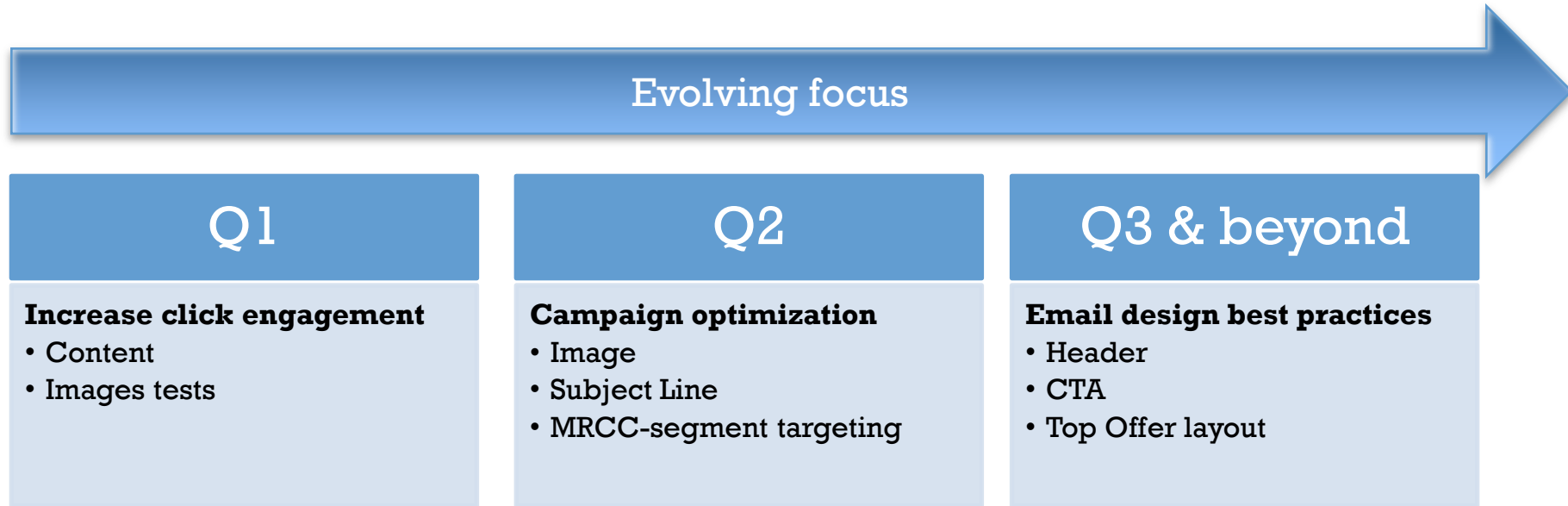
N/A Enrollment Conversion

N/A Enrollment/delivered email (K)

The screenshot shows the Marriott Rewards website. The header includes 'First Name', 'Last Name', the Marriott Rewards logo, and a 'Find & Reserve' button. Below the header is a search bar labeled 'Search Marriott Rewards Member Rates'. The main visual is a poolside scene. Below the visual, it says 'Marriott Rewards® Member Rates Are Here' and provides instructions on how to use the rewards. There's a 'Join Today' button. Further down, it says 'Reward Your Appetite: No Stay Required' and offers a 'Limited Time' promotion. Below this is a 'Go Mobile With Marriott' section with a 'Get the App' button. At the bottom is a 'Find A Hotel' search bar and a 'City Scene: San Antonio' section with a photo of a longhorn.

# + Learning Agenda

# Learning Agenda



**Q2 testing was primarily focused on incrementally improving campaign performance**

# Q2 learnings from campaign (image) testing

- Learnings have been developed that can help inform image selection
- Additional testing can help generate confidence
- There is an opportunity to apply different criteria to image type metadata classification

Segment	Color Affinity	People Affinity	Subject Affinity
<ul style="list-style-type: none"> <li>• <b>TSAT</b></li> <li>• <b>Basic</b></li> </ul>	Monochrome Blue (1.2)	Present (1.1)	+ Outdoors / Experience (1.6) - Emotion (0.9)
<ul style="list-style-type: none"> <li>• <b>TSAT</b></li> <li>• <b>Silver +</b></li> </ul>	Neutral (--)	Present (1.1)	+ Emotion (1.2)
<ul style="list-style-type: none"> <li>• <b>WHPH</b></li> <li>• <b>&gt; 6 nights</b></li> </ul>	Full Color (2.6)	Present (1.1)	+ Emotion (1.2)
<ul style="list-style-type: none"> <li>• <b>WHPH</b></li> <li>• <b>&lt;= 6 nights</b></li> </ul>	Monochrome Blue (2.2)	Present (1.1)	+ CityScape (12.3) + Emotion (1.1)
<ul style="list-style-type: none"> <li>• <b>CORE</b></li> <li>• <b>&gt; 6 nights</b></li> </ul>	Monochrome Blue (1.3)	Present (1.1)	+ Emotion (1.2)
<ul style="list-style-type: none"> <li>• <b>CORE</b></li> <li>• <b>&lt;= 6 nights</b></li> </ul>	Full Color (2.3)	Not Present (7.6)	+ Outdoors / Experience (7.0) - Emotion (0.1)

(Affinity Score) x times more likely to engage. All scores are statistically significant

# Q2 learnings from campaign testing (continued)

**Learnings were generated through consistent trends through Q2 campaign optimization**

## **Subject line trends**

- Simple, to the point for new member benefits announcements
- Dynamic insertion of first name's value is questionable
- **TSAT** prefer recommendation-oriented subject lines:
  - “...must see cities to visit...”
  - “Where to spend your...weekend”
  - “Why you should take...a trip”

## **PO Segment learnings**

- **Trend: TSAT** continued to show click engagement preference to general navigation links;
- **Learning:** Ensure general navigation links throughout content (e.g. Account module, “See All” links, Category links)
- **Trend: WHPH** show high book intent on content they click
- **Learning:** Increasing content offered may increase incremental clicks and bookings (e.g. increase # of propensity modeled Field Offers in Hotel Specials, # of experiences & destinations)



# Key Takeaways

# Opportunities from key learnings

## **Member engagement with eBreaks module in Hotel Specials demonstrated the impact of aligning content with campaign objectives**

- Refresh eBreaks creative module; de-emphasize eBreaks in eNews
- Align support of Q4 Key initiatives with campaigns objectives & content

## **Increase in Destinations click engagement correlated with travel inspiration content & seasonally relevant travel themes**

- Continue to expand deeper integration of additional Marriott curated content
- Continue to leverage Destination content across other channels

## **Actively pushing brand portfolio awareness correlated with new brand stays in July**

- Continue to support Brand portfolio in PO base communications to validate July findings
- Targeted offers adjacent to Brand/property highlights in eNews
- Trial brand education module in Abandoned Search & Hotel Specials



# Opportunities from key learnings

## **Banner content module for Summer Promo generated significantly higher engagement than article module**

- Continue to support Q4 key initiatives through distinctive design
- 2016/2017 Learning Agenda to test best ways to present content
- Provide the same content & experience to all segments to create performance baseline (Planned for July & Aug Destinations)

## **Targeting a small audience to drive PO enrollment drove low ROI**

- Acquisition efforts to all nonmembers may yield greater gains against enrollment MBOs

## **Apply learning from campaign optimization testing**

- Maintain image and subject line testing as optimizations and derive learnings from trends
- Leverage Learning Agenda to construct specific tests to generate design best practices

# Additional KPIs are required to more accurately gauge contribution of email

- ❖ **Customer-level engagement with email campaigns, for example:**
  - % of unique members that open
  - Frequency of engagement
- ❖ **MegaBonus program registration tracking for Fall'16**
- ❖ **Nonmember program enrollments against BAU campaigns**
- ❖ **Onboarding influencing a next stay within 6 months and increasing program engagement**
- ❖ **Destinations influencing future bookings**
- ❖ **MRCC acquisitions specific email campaigns drive**
- ❖ **Email campaign-level contribution to 2016 goals & objectives**

# Summary of YLM KPI requests

Goals	Program	YTD Tracking	PO (WHPH & TSAT)	Email Contribution	Email Campaign Contribution
Room Nights	●	●	●	●	●
MRCC Acquisition	●	●	N/A	●	●
Email KPIs	●	●	●	●	●
WHPH/TSAT Acquisitions	●	●	●	●	●
Elite status migration	●	●	●	●	●
New Brand trial	●	●	●	●	●
Leisure stay	●	●	●	●	●



YLM has or can easily get



YLM could have, or is close to fully having, but not available today



Solution unknown or hasn't been explored

+ Thank You!



# Appendix

# YoY Cumulative Bookings, RN, Revenue by Source

## Sites by Sources

Date Start  
1/1/2016

Date End  
8/6/2016

Change Rewards Level:  
All (Non-Member & Member)

Change Metrics:  
All

Change Source Groups:  
No Groups

Total Web

AU Web

CN Web

DE Web

ES Web

FR Web

JP Web

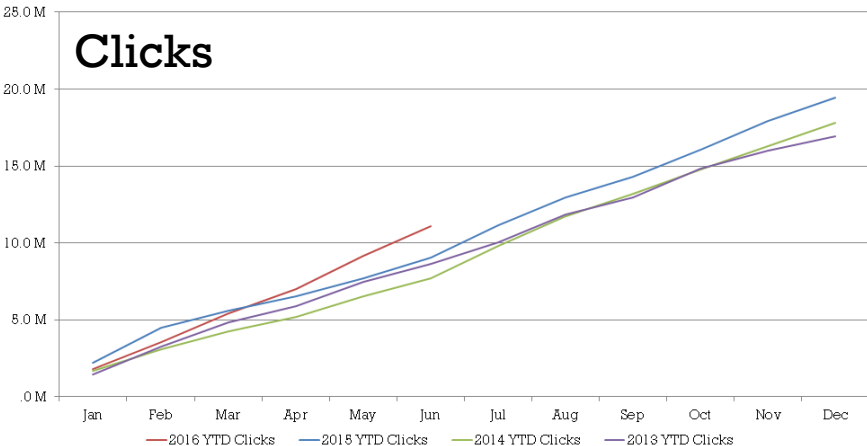
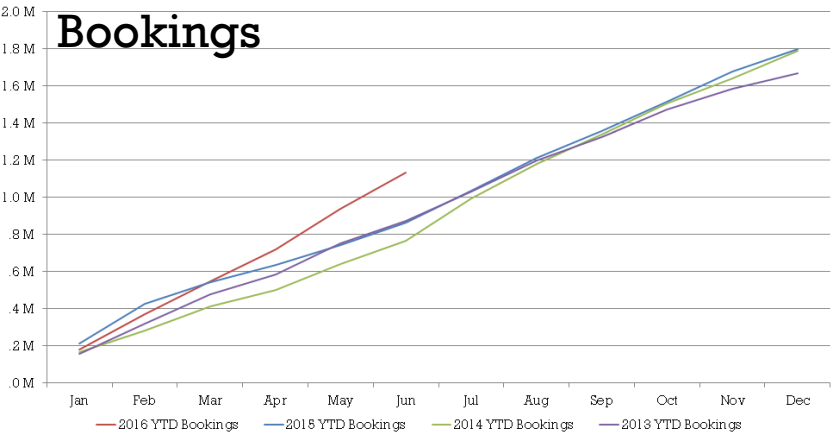
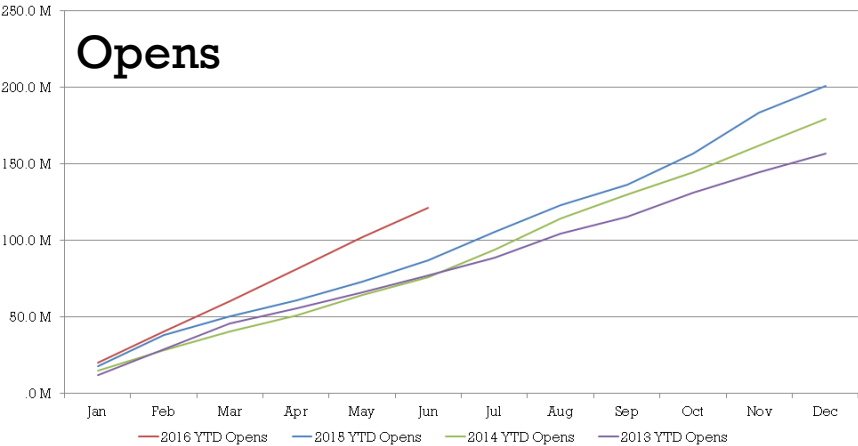
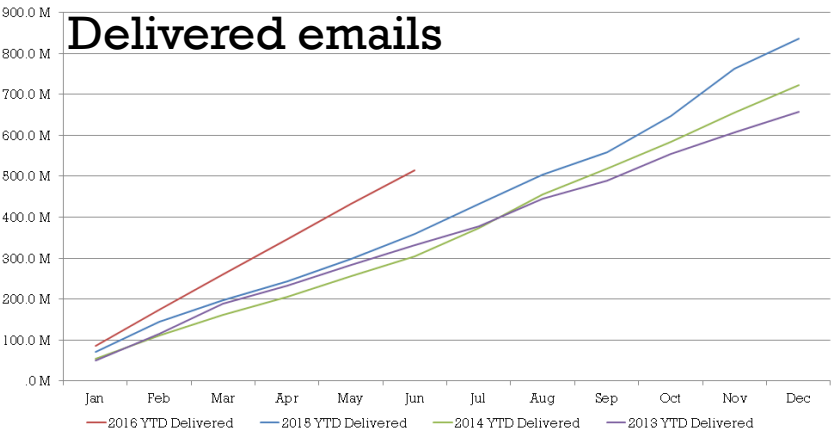
UK Web

US Web

Device Type: All, Rewards: All (Non-Member & Member)

Source	Bookings		Room Nights		Revenue	
	YTD	YOY	YTD	YOY	YTD	YOY
Direct	8.13M	12.0%	18.6M	11.2%	\$2.75B	13.3%
Natural Search	6.73M	1.1%	16.2M	1.0%	\$2.64B	3.1%
Unpaid Referrer	1.16M	-9.8%	2.69M	-11.0%	\$449M	-5.6%
Reslink	892K	17.5%	2.38M	17.3%	\$349M	18.3%
Paid Search	593K	8.6%	1.43M	9.8%	\$250M	19.4%
Email	512K	19.1%	1.13M	14.4%	\$169M	14.5%
Referral Partner	394K	20.0%	908K	20.4%	\$156M	16.2%
Econfo & Pre-Arrival Email	344K	-31.3%	828K	-32.5%	\$122M	-31.0%
Affiliate	305K	57.4%	703K	52.0%	\$112M	53.2%
Display	56.1K	77.1%	145K	87.6%	\$27.5M	110.0%
Referral Engine	35.6K	-40.2%	88.9K	-44.2%	\$15.9M	-41.7%
Social Media	21.3K	46.7%	49.0K	49.4%	\$7.71M	54.7%
Other	39.5K	27.6%	92.6K	26.3%	\$14.5M	25.7%
Total	19.2M	6.0%	45.3M	5.3%	\$7.08B	7.5%

# 2013-2016 YoY YTD Cumulative Bookings

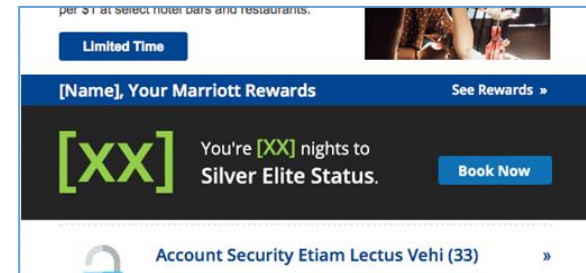


# Significant increase in the number of active emailable Gold members

	Basic		Silver		Gold		Platinum		Total	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Jan	2.6 M	2.8 M	1.0 M	1.2 M	550 K	465 K	320 K	339 K	4.5 M	4.7 M
May	2.8 M	3.0 M	987 K	956 K	557 K	627 K	291 K	310 K	4.6 M	4.8 M
Jan to May Net Change	149 K	190 K	(64 K)	(221 K)	7 K	162 K	(30 K)	(30 K)	62 K	101 K
Jan to May % change	+5.7%	+6.9%	-6.1%	-18.8%	+1.3%	+34.9%	-9.3%	-8.8%	+1.4%	+2.1%

## Key Activities

- MRCC 80 K acquisitions throughout Q2 may boost Silvers to Gold
- Near Threshold banner in May & June eNews

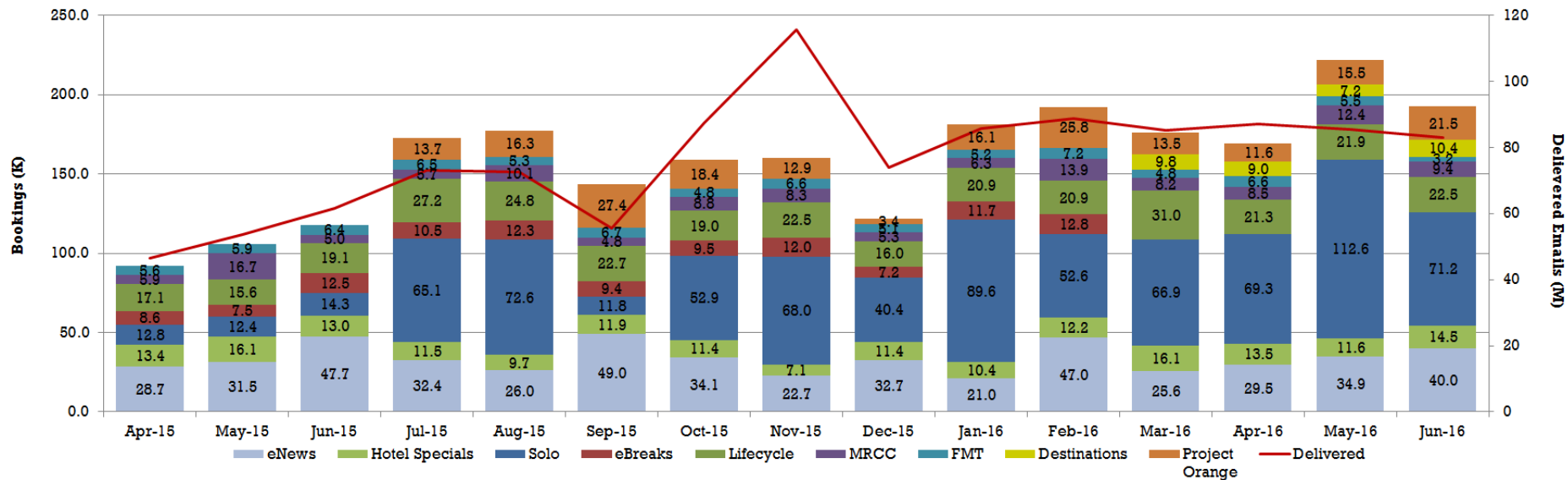




# Campaign Summary: Apr-Jun 2016

		Program	eNews + Benefits	HS + Offers	Solos	Lifecycle	MRCC	METT	eBreaks + Dest.
Audience	Total Delivered	255.7 M 58.0%	35.9 M 11.0%	30.7 M -1.6%	86.9 M 332.7%	13.4 M 72.5%	37.8 M 35.4%	17.8 M 1.2%	33.2 M 43.0%
	Unsub Rate	0.31% 0.1 pts	0.28% 0.2 pts	0.17% -0.0 pts	0.31% 0.2 pts	0.69% 0.2 pts	0.44% 0.2 pts	0.12% -0.0 pts	0.31% 0.1 pts
	Delivery Rate	98% -0.8 pts	99% 0.1 pts	97% -1.8 pts	99% -0.6 pts	97% 0.9 pts	98% -0.9 pts	95% -4.2 pts	100% 0.3 pts
Engagement	Open Rate	24.0% 1.3 pts	23.7% 0.2 pts	19.2% 0.3 pts	26.2% 1.5 pts	33.3% -0.6 pts	21.9% -0.4 pts	24.0% 0.7 pts	21.7% 0.5 pts
	Opens	61.4 M 66.9%	8.5 M 12.2%	5.9 M -0.3%	22.8 M 358.2%	4.4 M 69.4%	8.3 M 33.1%	4.3 M 4.1%	7.2 M 46.4%
	Click Rate	2.2% 0.1 pts	3.6% 0.1 pts	1.8% 0.0 pts	2.5% 0.9 pts	6.3% -1.3 pts	0.8% -0.3 pts	0.7% -0.3 pts	1.2% 0.0 pts
	Unique Clicks	5.7 M 65.8%	1.3 M 12.7%	562.7 K -4.0%	2.2 M 593.9%	847.1 K 43.1%	301.6 K -2.3%	132.6 K -27.2%	385.6 K 45.1%
	Click to Open Rate	9.3% -0.1 pts	15.2% 0.1 pts	9.6% -0.4 pts	9.5% 3.2 pts	19.1% -3.5 pts	3.6% -1.3 pts	3.1% -1.3 pts	5.4% -0.0 pts
Financial	Bookings	583.7 K 82.2%	133.2 K 23.4%	52.4 K 23.5%	253.1 K 541.1%	65.7 K 26.7%	30.2 K 9.8%	15.3 K -15.0%	33.8 K 18.2%
	Revenue	\$213.9 M 77.1%	\$49.3 M 17.6%	\$18.6 M 20.4%	\$91.8 M 513.7%	\$26.5 M 23.0%	\$9.6 M 3.5%	\$5.6 M -14.7%	\$12.4 M 33.5%
	Conversion Rate	10.3% 0.9 pts	10.3% 0.9 pts	9.3% 2.1 pts	11.7% -1.0 pts	7.8% -1.0 pts	10.0% 1.1 pts	11.5% 1.7 pts	8.8% -2.0 pts
	Bookings per Delivered(K)	2.3 15.3%	3.7 11.1%	1.7 25.5%	2.9 48.2%	4.9 -26.5%	0.8 -18.9%	0.9 -16.0%	1.0 -17.4%

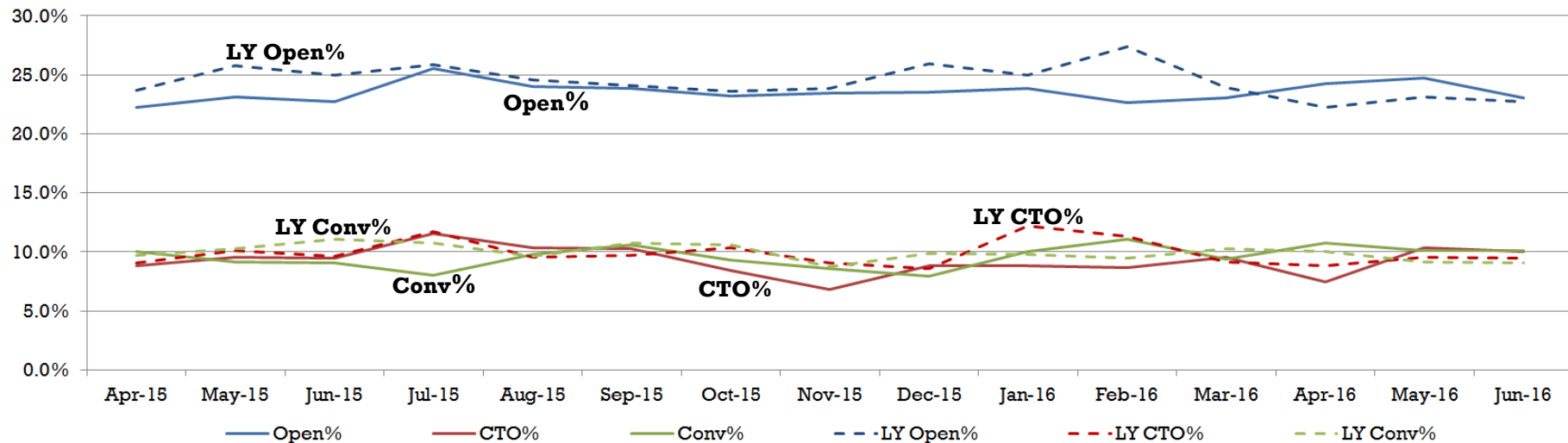
# Executive Summary: MoM campaign trends



## Observations:

Solos supporting member marketing initiatives generate incremental response and bookings

# Program MoM & YoY KPI trends: June 2016



## Observations:

All Email KPI's increased YoY & CTO% was the 2<sup>nd</sup> highest in 2016

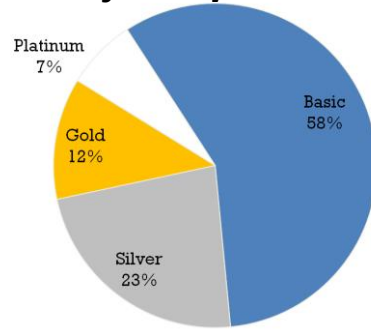
# Q2 VS Q1 Email KPIs by Reward Level

Q2	Member Status	Emails Delivered	EIR Bookings	EIR Revenue	Opens	Clicks	Open%	Click%	CTO%	Conv%	Unsub%	Bk/Del
	Basic	170.0 M	126.7 K	\$46.8 M	35.2 M	2.4 M	20.7%	1.4%	6.9%	5.2%	0.28%	0.7
	Silver	32.7 M	126.2 K	\$41.5 M	10.0 M	1.3 M	30.7%	4.0%	13.0%	9.7%	0.15%	3.9
	Gold	15.0 M	137.6 K	\$47.7 M	5.6 M	804.3 K	37.0%	5.3%	14.5%	17.1%	0.13%	9.1
	Platinum	8.9 M	169.2 K	\$67.0 M	3.6 M	589.8 K	40.8%	6.6%	16.3%	28.7%	0.11%	19.0
	Total	226.6 M	559.7 K	\$202.9 M	54.4 M	5.1 M	24.0%	2.3%	9.5%	10.9%	0.24%	2.5
Q1	Member Status	Emails Delivered	EIR Bookings	EIR Revenue	Opens	Clicks	Open%	Click%	CTO%	Conv%	Unsub%	Bk/Del
	Basic	165.4 M	111.9 K	\$40.7 M	32.8 M	2.2 M	19.8%	1.3%	6.7%	5.1%	0.26%	0.7
	Silver	34.8 M	131.6 K	\$44.9 M	10.3 M	1.3 M	29.5%	3.8%	13.0%	9.9%	0.15%	3.8
	Gold	13.4 M	127.2 K	\$45.3 M	4.8 M	738.3 K	36.1%	5.5%	15.2%	17.2%	0.12%	9.5
	Platinum	8.8 M	154.1 K	\$62.9 M	3.4 M	540.1 K	38.6%	6.1%	15.9%	28.5%	0.10%	17.5
	Total	222.4 M	524.8 K	\$193.9 M	51.3 M	4.8 M	23.0%	2.2%	9.4%	10.9%	0.23%	2.4
% Diff	Member Status	Emails Delivered	EIR Bookings	EIR Revenue	Opens	Clicks	Open%	Click%	CTO%	Conv%	Unsub%	Bk/Del
	Basic	2.8%	13.2%	14.8%	7.4%	11.7%	4.5%	8.6%	4.0%	1.4%	6.9%	10.1%
	Silver	-6.0%	-4.1%	-7.7%	-2.2%	-1.6%	4.1%	4.7%	0.6%	-2.6%	5.7%	2.1%
	Gold	11.9%	8.2%	5.2%	14.8%	8.9%	2.6%	-2.7%	-5.1%	-0.6%	9.3%	-3.3%
	Platinum	1.0%	9.7%	6.5%	6.7%	9.2%	5.6%	8.1%	2.4%	0.5%	7.8%	8.6%
	Total	1.9%	6.6%	4.6%	6.1%	7.3%	4.2%	5.3%	1.1%	-0.6%	7.1%	4.7%

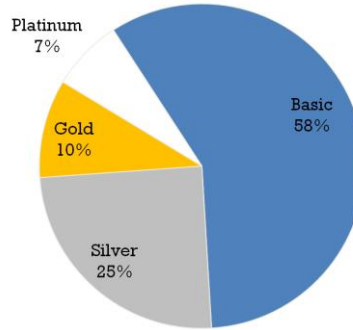
Changes in Gold vs Silver suggests increase in Gold mailings are due to newly converted Silvers who are less engaged than typical Gold, leading to decreases in email KPIS

# Q1 & Q2 2015 & 2016 active mailable Elite status level composition

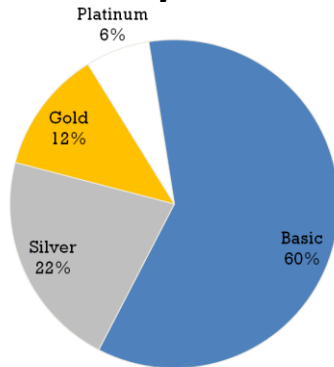
**January 2015**



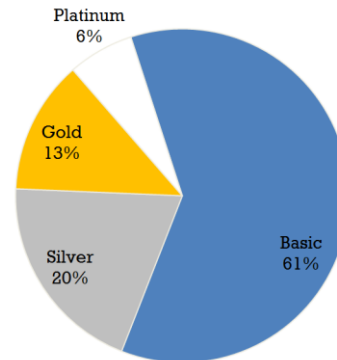
**January 2016**



**May 2015**



**May 2016**



# eNews PO vs Global control

Apr-Jun eNews/Benefits	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs/ Dlvd	Unsub%
TSAT eNews	199.9 K	54.1 K	1.0 K	\$349.1 K	27.1%	19.8%	9.0%	4.8	0.17%
TSAT Benefits	1.9 M	535.1 K	6.5 K	\$2.34 M	27.5%	12.8%	9.6%	3.4	0.17%
%△					1%	-36%	6%	-30%	
WHPH eNews	162.2 K	60.2 K	3.2 K	\$1.22 M	37.2%	22.0%	24.4%	20.0	0.12%
WHPH Benefits	1.5 M	565.1 K	22.2 K	\$8.41 M	37.2%	16.4%	24.0%	14.6	0.14%
%△					0%	-26%	-2%	-27%	

While Global control generated a higher Click to open rate this delta decreased each month:

- **June CTO% decrease in Test vs Global Control:**

TSAT: -17%

WHPH: -7%

# Destinations PO vs Global control

Apr-Jun Destinations	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs/ Dlvd	Unsub%
TSAT Core	200.1 K	47.5 K	299	\$90.2 K	23.7%	6.7%	9.3%	1.5	0.17%
TSAT PO	1.9 M	446.2 K	2.3 K	\$828.7 K	22.9%	6.3%	8.2%	1.2	0.20%
%△					-4%	-6%	-12%	-21%	
WHPH Core	162.0 K	46.9 K	570	\$201.2 K	28.9%	6.1%	19.9%	3.5	0.14%
WHPH PO	1.5 M	434.7 K	4.8 K	\$1.77 M	28.6%	5.7%	19.6%	3.2	0.15%
%△					-1%	-7%	-1%	-9%	

Aside from Conversion rate delta for TSAT there was no statistical significance between Control and test groups

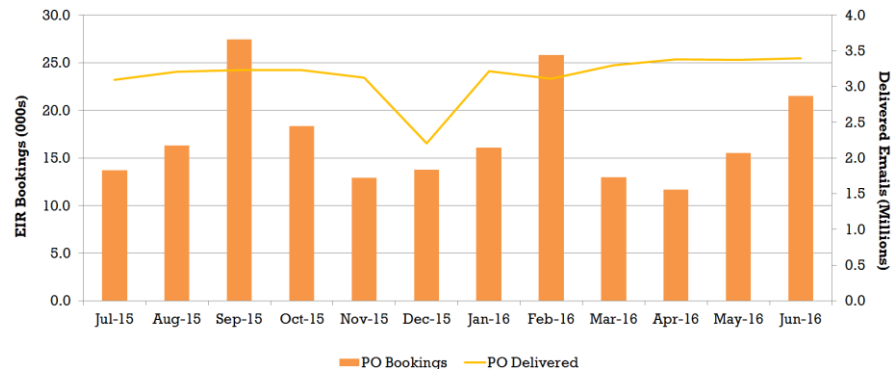
# June '16 Email overview & MoM trends

June Project Orange	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
<b>WHPH</b>	<b>1.5 M</b>	<b>16.6 K</b>	<b>\$6.1 M</b>	<b>31.8%</b>	<b>16.5%</b>	<b>21.5%</b>	<b>11.3</b>	<b>0.15%</b>
Benefits	505.0 K	11.7 K	\$4.3 M	39.1%	27.3%	21.6%	23.1	0.1%
Destinations	504.6 K	1.7 K	\$576.8 K	28.7%	6.1%	19.5%	3.4	0.2%
Offers	458.0 K	3.2 K	\$1.2 M	27.2%	11.7%	22.3%	7.1	0.1%
NM Solo	5.1 K	1	\$5.9 K	28.3%	1.8%	3.8%	0.2	0.4%
<b>TSAT</b>	<b>2.0 M</b>	<b>4.9 K</b>	<b>\$1.6 M</b>	<b>24.4%</b>	<b>12.6%</b>	<b>8.1%</b>	<b>2.5</b>	<b>0.20%</b>
Benefits	655.1 K	2.7 K	\$912.6 K	28.0%	18.5%	8.0%	4.1	0.2%
Destinations	657.4 K	888	\$281.5 K	23.8%	6.8%	8.3%	1.4	0.2%
Offers	612.7 K	1.3 K	\$445.5 K	21.0%	12.0%	8.5%	2.1	0.2%
NM Solo	38.4 K	1	\$300	28.3%	2.2%	0.4%	0.0	0.4%
<b>Total</b>	<b>3.4 M</b>	<b>21.5 K</b>	<b>\$7.7 M</b>	<b>27.6%</b>	<b>14.5%</b>	<b>15.6%</b>	<b>6.3</b>	<b>0.18%</b>

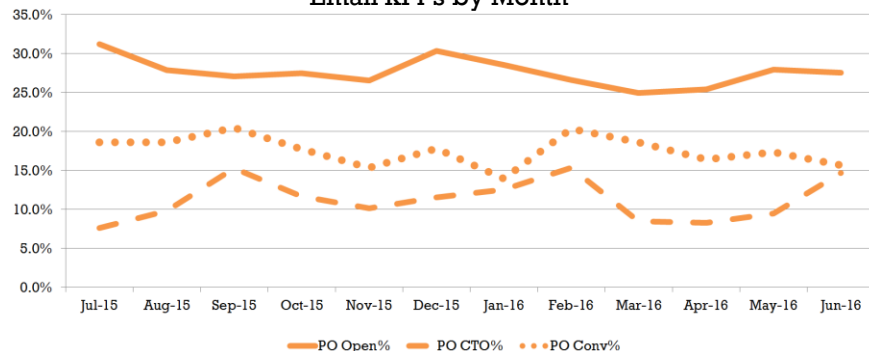
## Observations

- 3<sup>rd</sup> highest monthly bookings to date, CTO% & booking/delivered
  - All campaigns featured the Summer promo
- Benefits generated 2<sup>nd</sup> highest clicks and 3<sup>rd</sup> highest bookings to date
- Destinations generated the 2<sup>nd</sup> highest bookings and 3<sup>rd</sup> highest clicks to date (highest YTD)
- Offers generated highest bookings to date and 2<sup>nd</sup> highest clicks to date

Bookings by Month



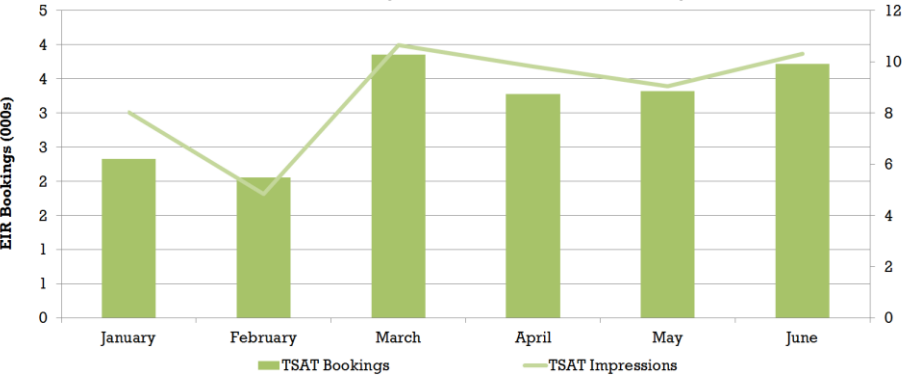
Email KPI's by Month



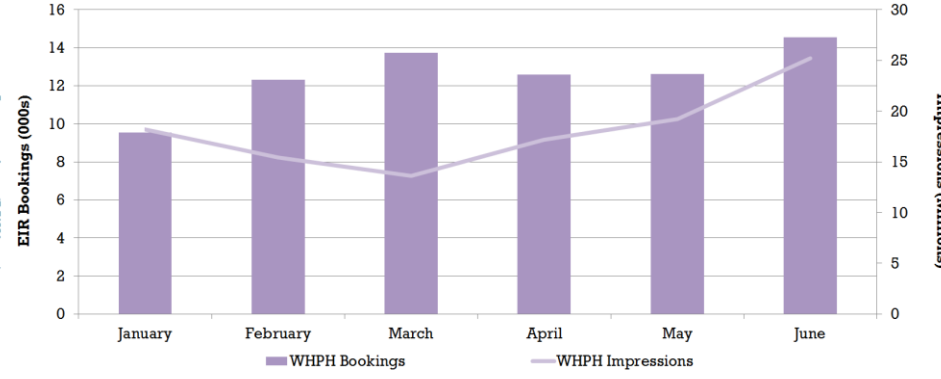


# Paid Media MoM trends overview

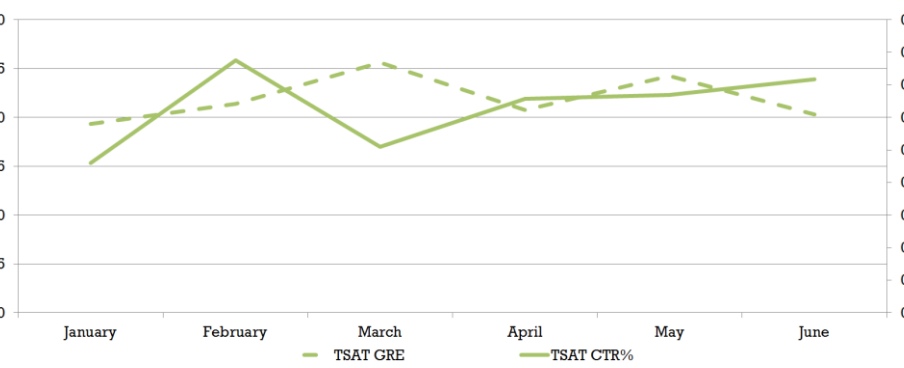
TSAT Bookings vs Impressions by segment



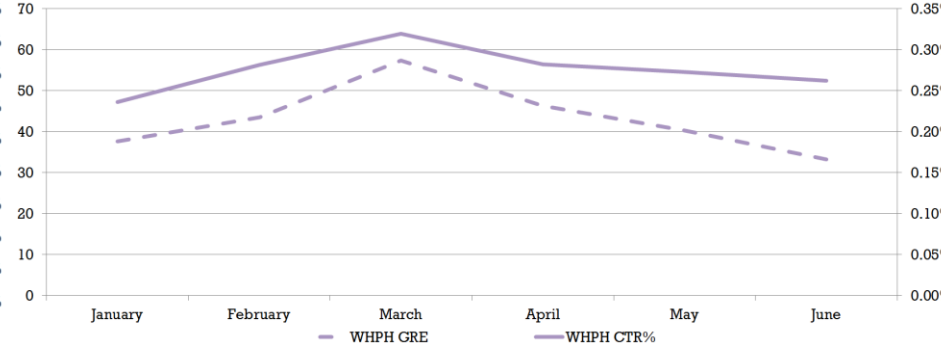
WHPH Bookings vs Impressions by segment



TSAT Search/Display KPI's by Month



WHPH Search/Display KPI's by Month



# Homepage monthly bookings as a proxy for seasonality

Average m.com Homepage % Change in Bookings & Revenue

Month	Average of Percent Difference	Average of Percent Difference Revenue
Jan	26.80%	49.43%
Feb	-7.89%	-10.31%
Mar	15.28%	13.44%
Apr	-6.56%	-5.89%
May	-0.96%	-1.26%
Jun	3.51%	1.81%
Jul	5.36%	4.37%
Aug	-12.13%	-12.87%
Sep	-1.59%	2.63%
Oct	2.73%	-0.71%
Nov	-3.92%	-8.82%
Dec	-5.31%	-7.57%

# Image testing: Content Metadata Analysis

**Subject:**  
Emotion

**People:**  
Present



**Color:**  
Monochrome Blue

**Subject:**  
Interior

**People:**  
Not Present



**Color:**  
Full Color

# Image testing: Content Metadata Points

## Color Treatment



Monochromatic Blue

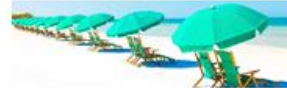


Full Color

## Presence of People



Present



Not Present

## Subject



CityScape



Beach / Pool



Interior



Outdoors / Experience



Emotion

# Image testing: Segment Affinities (Profile Data Only)

Segment	Color Affinity	People Affinity	Subject Affinity
<ul style="list-style-type: none"><li>• TSAT</li><li>• Basic</li></ul>	Monochrome Blue (1.2)	Present (1.1)	+ Outdoors / Experience (1.6) - Emotion (0.9)
<ul style="list-style-type: none"><li>• TSAT</li><li>• Silver +</li></ul>	Neutral (-)	Present (1.1)	+ Emotion (1.2)
<ul style="list-style-type: none"><li>• WHPH</li><li>• &gt; 6 nights</li></ul>	Full Color (2.6)	Present (1.1)	+ Emotion (1.2)
<ul style="list-style-type: none"><li>• WHPH</li><li>• &lt;= 6 nights</li></ul>	Monochrome Blue (2.2)	Present (1.1)	+ CityScape (12.3) + Emotion (1.1)
<ul style="list-style-type: none"><li>• CORE</li><li>• &gt; 6 nights</li></ul>	Monochrome Blue (1.3)	Present (1.1)	+ Emotion (1.2)
<ul style="list-style-type: none"><li>• CORE</li><li>• &lt;= 6 nights</li></ul>	Full Color (2.3)	Not Present (7.6)	+ Outdoors / Experience (7.0) - Emotion (0.1)

(Affinity Score) x times more likely to engage. Statistical significance testing is applied. All scores are statistically significant.



# Competitive Landscape

# April-Starwood Emails

## Marriott Merger Announcement

SL: Here's the Latest on the Starwood and Marriott Merger



Nearly five months ago we shared the news that Starwood Hotels & Resorts is joining with Marriott International to create the world's biggest and best hotel company — with 5,500 hotels and resorts in more than 100 countries. Today we're pleased to announce that the shareholders of each company have approved the merger.

Since the original announcement, our members have asked many questions about the future of Starwood Preferred Guest® (SPG®). Soon we will begin the long journey to integrate the very best of SPG and Marriott Rewards®. Through this process, your perspective will help guide these discussions as we consider the following:

- How do we continue to deliver the unique experiences, benefits and rewards you've come to expect both in and out of our hotels and resorts?
- How do we take full advantage of the extraordinary new range of hotels, resorts and destinations that will be the hallmark of a combined Starwood and Marriott to add new recognition and benefits for you?
- How do we protect the value of your currency and status, whether your Starpoints® balance, lifetime status or membership level?

Getting answers to these complicated, important questions will take time. In fact, we don't anticipate launching a newly combined program until 2016. This means SPG will continue to run separately until then. In the meantime, we're actively exploring ways to build bridges between the two programs to further enhance your experience.

In addition, we are not standing still. Among other things, we're bringing you new access to one-of-a-kind hotels from Tribute Portfolio™ and Design Hotels™, plus exciting new SPG Moments™ experiences through our unique partnerships with Major League Baseball®, Mercedes AMG Petronas and more.

Know that we're listening to your feedback, and we value your input. Our merger is on track to close mid-year, and as we have more news to share, we will reach out to you. You can also find the latest updates at [sfg.com/updates](http://sfg.com/updates) and via Twitter (@sfg). Our members are at the core of everything we do, and that will not change. We remain at your service wherever you need us — in our hotels, at [sfg.com](http://sfg.com), on the SPG app or via our Customer Contact Centers.

Thank you for sharing your travels with SPG.

Thomas B. Mangas  
Chief Executive Officer,  
Starwood Hotels & Resorts

Chris Holden  
Senior Vice President,  
Starwood Preferred Guest

Read the press release

More merger news.

To read additional information about the merger between Starwood and Marriott, visit our website.

GET UPDATED

## SPG Moments

- Top feature, SPG members with celebrity chef ahead
- Use points for sporting, cultural, and musical moments



SPG members with celebrity chef Eric Ripert at restaurant Le Bernardin.



### Gear up.

- Enjoy VIP access to the Gran Premio de España F1®
- Score suite seats to the biggest games in the world
- Get in the game with FC Bayern Munich

VIEW ALL

### culture.moments

#### Dig in.

- Savor a breathtaking dinner in the sky overlooking Athens
- Experience Per Se with Chef Thomas Keller
- Enjoy an exclusive coffee experience with Rydell in Italy

VIEW ALL



### music.moments

#### Get amped up.

- Learn piano from jazz star Jamie Cullum in Osaka
- Enjoy VIP tickets for the Brother 56 Pop World Tour concert
- Score suite seats to see your favorite artists at Madison Square Garden

VIEW ALL

## Stock up on Starpoints.

SAVE UP TO 25% ON YOUR STARPOINTS PURCHASE.

This year's dream getaway awaits. Save up to 25% when you buy Starpoints® through April 30, 2016. Add up to 30,000 Starpoints to your account and redeem them for your perfect getaway — or gift them to your friends and family.

BUY NOW

BUY MORE. SAVE MORE.			
BUY 5,000–9,500 STARPOINTS	BUY 10,000–14,500 STARPOINTS	BUY 15,000–19,500 STARPOINTS	BUY 20,000–30,000 STARPOINTS
SAVE 10%	SAVE 15%	SAVE 20%	SAVE 25%

Use your Starpoints any way you like — including for stays at any of our more than 1,300 luxurious hotels and resorts across 11 distinctive brands worldwide.

BUY NOW

## Starpoints Purchase Offer

- Tiered savings based on amount of points
- Spend points on free nights, SPG moments, flights, or merchandise

## SPG Flights.

Prepare for takeoff! Redeem Starpoints for Award Flights with hundreds of airlines worldwide, including Delta and Emirates — all without blackout dates, even during peak season and holidays.

BOOK AN AWARDED FLIGHT

## Merchandise and more.

Get more of the good stuff. Enjoy gift cards to top retailers like Amazon.com, Nordstrom and Starbucks.

Pay Forward. Donate Starpoints to charities like the American Red Cross and UNICEF.

## 3 Steps to Getting Started

- 1) Direct book for best rates
  - 2) Opt in to marketing comms
  - 3) Check out 'welcome site'
- Features SPG App
  - Customize new member card
  - Credit card offer

# You're in.



WELCOME TO THE STARWOOD PREFERRED GUEST® PROGRAM.

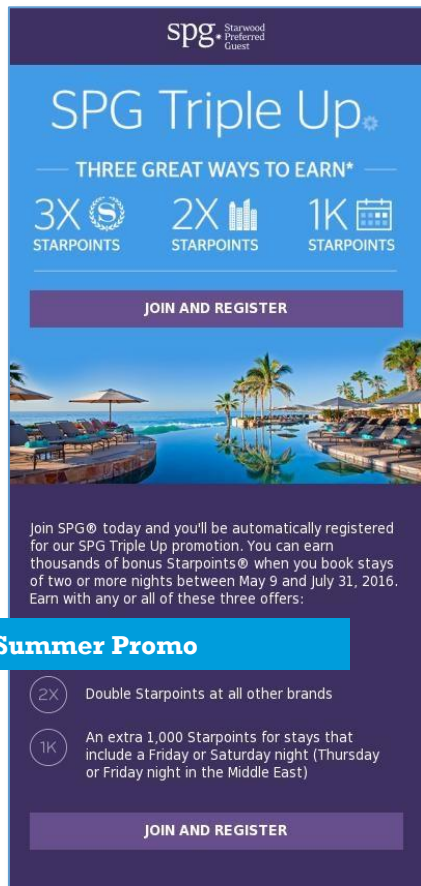
Your SPG® member number is **48396**

Get ready to enjoy exclusive benefits at more than 1,200 hotels and resorts across our 11 distinctive brands — including St. Regis®, W® and Westin® — in nearly 100 countries. Simply follow the steps below to get started:

- 1 **Book online with SPG to get exclusive benefits.**  
Best Rate Guarantee, Starpoints® and free in-room Internet.  
BOOK NOW >
- 2 **Opt in to communications.**  
Be sure to opt in for emails to receive SPG communications and special offers.  
OPT IN >
- 3 **Check out our welcome site.**  
Get important information to help you get




# May-Starwood Emails





SPG® Starwood Preferred Guest

## SPG Triple Up

— THREE GREAT WAYS TO EARN\* —

3X  STARPOINTS

2X  STARPOINTS

1K  STARPOINTS

[JOIN AND REGISTER](#)

Join SPG® today and you'll be automatically registered for our SPG Triple Up promotion. You can earn thousands of bonus Starpoints® when you book stays of two or more nights between May 9 and July 31, 2016. Earn with any or all of these three offers:

2X Double Starpoints at all other brands

1K An extra 1,000 Starpoints for stays that include a Friday or Saturday night (Thursday or Friday night in the Middle East)

[JOIN AND REGISTER](#)

## Summer Promo



SPG® Starwood Preferred Guest

You're not registered for our latest promotion. Don't miss out. Register now >

You are Preferred. [SEE YOUR BENEFITS >](#)

NIGHTS 2 STAYS 1

Track your progress

Save at Sheraton. RECEIVE 40% OFF EVERY 2ND NIGHT

[BOOK NOW](#)

EXPERIENCE THE SPG LIFE. Find more options on the SPG Dashboard >

Be rewarded at Design Hotels™ >

Lock in last-minute Hot Escapes. >

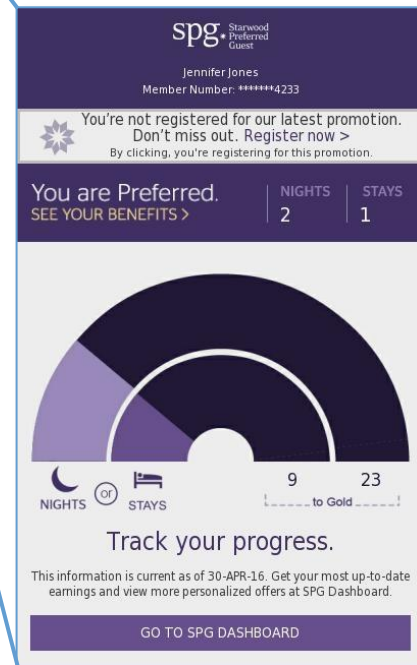
Explore and book on spg.com >

Save up to 40% on suites. >

[FIND MORE OFFERS AT SPG DASHBOARD >](#)

SPG® Starwood Preferred Guest® Credit Card

GET 25,000 BONUS STARPOINTS



SPG® Starwood Preferred Guest

Jennifer Jones  
Member Number: \*\*\*\*\*4233

You're not registered for our latest promotion. Don't miss out. Register now >

By clicking, you're registering for this promotion.

You are Preferred. [SEE YOUR BENEFITS >](#)

NIGHTS 2 STAYS 1

Track your progress.

This information is current as of 30-APR-16. Get your most up-to-date earnings and view more personalized offers at SPG Dashboard.

[GO TO SPG DASHBOARD](#)

## New SPG eStatement Account Box

- SL: SPG-Your May eStatement, Redesigned
- Includes link to Benefits, SPG Dashboard, and Account Alerts



# June-Starwood energy moments

## 4th of July

THE WESTIN PEACHTREE PLAZA, ATLANTA  
210 Peachtree St. NW  
Atlanta, Georgia 30303 United States  
Phone: (1)404) 659-1400

**Celebrate Our 40th Anniversary With 40% Off**  
Hurry, Sale Ends Friday

**CELEBRATE NOW**

Located in the heart of Downtown Atlanta on Peachtree Street, our iconic hotel has been a pillar in the skyline and the Downtown community for 40 years! Celebrate our 40th anniversary with 40% off a last minute getaway this weekend, or July 4th weekend. Hurry, this amazing deal will be gone in a flash!

- 40% savings - rates as low as \$105
- Reservation must be fully prepaid and is nonrefundable
- Sale ends Friday June 24, 2016

**Insider Tip:** Book early for the best access to Centennial Park's July 4th firework display!  
Celebrate Now >

**MORE SPECIAL OFFERS**

**TURN 40 WITH US**

This year, we celebrate 40 years as an Atlanta icon. Spend this special year with us! Offer includes:

- \$40 off our regular rate

**BOOK NOW**

**The Westin Peachtree Plaza, Atlanta**  
210 Peachtree St. NW  
Atlanta, Georgia 30303 United States  
Phone: (1)404) 659-1400

THE WESTIN BUCKHEAD ATLANTA  
3301 Peachtree Road, N.E.  
Atlanta, Georgia 30326 United States  
Phone: (1)404) 365-0065

**Stay Well This 4th Of July Weekend**

**BOOK NOW**

**Save up to 15%**

Move Well. Stay at any Westin hotel of Atlanta for the 47th annual running of the world's largest 10k race or simply stay active with RunWESTIN™. Play Well. Celebrate 4th of July by watching annual fireworks displays in Downtown or Buckhead.

[Book Now >](#)

**MORE SPECIAL OFFERS**

**THE WESTIN BUCKHEAD ATLANTA**

The Westin Buckhead Atlanta is just footsteps from the starting line of the world's largest 10k race and Lenox Square, the home of Buckhead's annual 4th of July Firework display. Experience 4th of July weekend in the heart of Buckhead's most popular events. Book early for the best firework view rooms.

**BOOK NOW**

**The Westin Buckhead Atlanta**  
3301 Peachtree Road, N.E.  
Atlanta, Georgia 30326 United States  
Phone: (1)404) 365-0065

[f](#) [t](#) [i](#)

**THE WESTIN PEACHTREE PLAZA ATLANTA**

Celebrating 40 years as an Atlanta icon in 2016, this iconic downtown hotel is a fixture in the city skyline and home to the revolving, 73rd floor Sun Dial Restaurant, Bar & View. The Westin Peachtree Plaza, is steps from Centennial Park's annual 4th of July firework display as well as other attractions perfect for a weekend getaway. Book early for the best firework view rooms.

**BOOK NOW**

**The Westin Peachtree Plaza, Atlanta**  
210 Peachtree St. NW  
Atlanta, Georgia 30303 United States  
Phone: (1)404) 659-1400

[f](#) [t](#) [i](#)

THE WESTIN CHARLOTTE  
601 South College Street  
Charlotte, North Carolina 28202 United States  
Phone: (1)704) 375-2009

**Celebrate The 4th Of July In Charlotte**

**BOOK NOW**

Make a last minute getaway for the holiday this year and head to Charlotte. With plenty of events to choose from happening all weekend long, you're sure to enjoy your stay at the Westin Charlotte.

**Events in Charlotte 4th of July Weekend >**

You're invited to save with our best available rates, up to 20% off.  
[Book Now >](#)

**MORE SPECIAL OFFERS**

**EXCLUSIVES FOR AAA MEMBERS**

AAA members can take advantage of special savings:

- Discounted rates
- Daily breakfast for two
- Parking included

**BOOK NOW**

**The Westin Charlotte**  
601 South College Street  
Charlotte, North Carolina 28202 United States  
Phone: (1)704) 375-2009

## Ramadan

ENJOY GREAT RATES THIS SEASON

**RAMADAN PACKAGES**

[Book Now](#) [Find Hotel Near Me](#) [Search by Destination](#)

Starting from June 3 through July 12, 2016, enjoy special deals and have fun with family and friends. Take advantage of our amazing offers and create a memorable season for you and your loved ones.

**IFTAR BUFFET AT SHERATON ABUJA**

Enjoy our special Iftar Buffet this Ramadan and you could win free tickets for Umrah

[DISCOVER MORE](#)

**IFTAR AT FOUR POINTS LAGOS**

Discover our special Iftar meals. Buy 8 Iftar meals and Get 2 Free.

[DISCOVER MORE](#)

**SPA PACKAGE AT FOUR POINTS LAGOS**

Enjoy 10% off single treatment on Salah Day!

[DISCOVER MORE](#)

# April-Spring break & Mother's Day themes

## Spring Promotion

- Stay 2 nights & save up to 35%

Hi, Mitchell      Acct. ending: 4091      Points: 0\*      Red Member

**STAY 2 NIGHTS AND SAVE UP TO 35%**  
AT SELECT CARLSON REZIDOR BRANDS

Whether it's time to visit family or travel cross-country for a spring wedding, enjoy savings of up to 35% when you stay at least two nights at participating Radisson®, Park Inn® by Radisson or Country Inn and Suites By Carlson™ hotels.

\*Terms and conditions apply.

[Choose Your Hotel](#)

**Hilton**  
WELLS & RESORTS

HELLO  
**Fred**  
MEMBER # : 117826202  
YOUR POINTS : 0

celebrate spring!  
plan a family getaway with  
breakfast for 4 & premium Wi-Fi

[BOOK NOW](#)

Real Families. Real Advice.

## Spring Break Offers

- Breakfast for 4 and Wi-Fi

[PLAN NOW](#)

Make Every Day Easier  
HELPFUL IDEAS & COUPONS  
FROM YOUR FAVORITE BRANDS

[READ NOW](#)

**STOP CLICKING AROUND  
START SAVING**

Introducing the lowest price  
anywhere online, for members only

[JOIN NOW](#)

**OUR SPRING  
FLASH SALE  
IS GONE**

CHECK OUT OTHER DEALS AT [HILTON.COM](#)

00:00:00:00

DAYS HOURS MINUTES SECONDS

**Hilton**  
SAN DIEGO BAYFRONT

**72 HOURS ONLY**

**72 HOURS ONLY - SAVE MORE  
WHEN YOU BOOK BY APRIL  
15TH 9AM PST**

Exclusively for our valued past guests, we are extending the Hilton Flash Sale rates for 72 HOURS ONLY! Come back to Hilton San Diego Bayfront with our lowest rates of the year starting at \$159/night through June 2016!

[BOOK NOW >](#)      Act now and book by Friday, April 15th at 9am PST!

April 2016

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May 2016

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June 2016

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## Hilton Flash Sale

- Dynamic time-sensitive message
- 72 hour extension

With summer-like temperatures, miles of beaches, and a variety of attractions such as the downtown Gaslamp Quarter, San Diego Zoo, Balboa Park, and Coronado Island...there's always more to see and do in San Diego!

## Mother's Day Offer

- Purchase FTD flowers, earn 3K pts

**HILTON HHONORS**      EXPLORE HHONORS      DOWNLOAD APP      OFFERS

Hello Mitchell      MEMBER # : 277584357      YOUR POINTS : 3,116      [LOGIN](#)

**CELEBRATE MOM & EARN POINTS**

Purchase flowers from FTD & earn up to 3,000 Points.

[SHOP NOW](#)

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

[BOOK NOW](#)

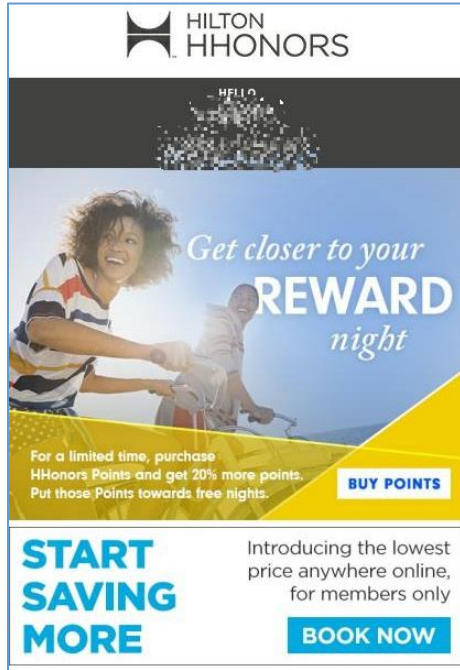
## Memorial day

- Stay during memorial day, up to 20% off

# April featured point purchase incentives

## Hilton point purchase offers

- 20% & 100% bonuses for point purchases



**HILTON HHONORS**

HELLO

Get closer to your **REWARD** night

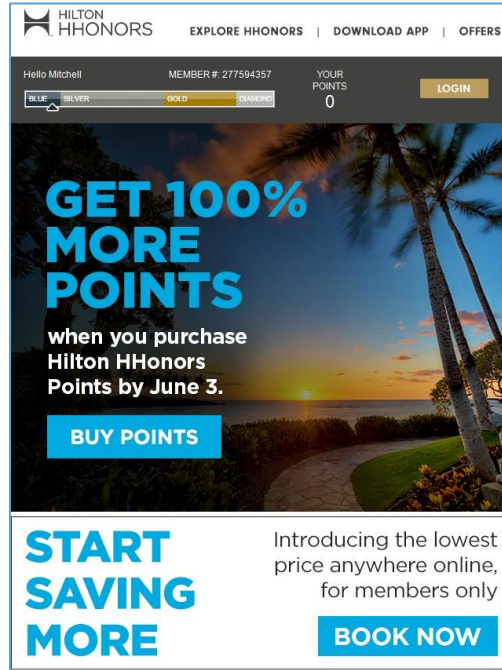
For a limited time, purchase HHonors Points and get 20% more points. Put those Points towards free nights.

**BUY POINTS**

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

**BOOK NOW**



**HILTON HHONORS** EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Hello Mitchell MEMBER #: 277594357 YOUR POINTS 0 **LOGIN**

**GET 100% MORE POINTS**

when you purchase Hilton HHonors Points by June 3.

**BUY POINTS**

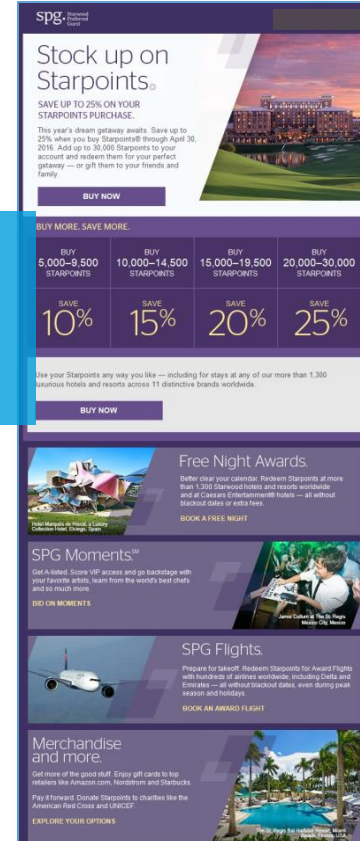
**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

**BOOK NOW**

## Starpoints Purchase Offer

- Tiered savings based on amount of points
- Spend points on free nights, SPG moments, flights, or merchandise



**spg** Starpoints

**Stock up on Starpoints®**

SAVE UP TO 25% ON YOUR STARPOINTS PURCHASE.

This year's dream getaway awaits. Save up to 25% when you buy Starpoints® through April 30, 2016. Add up to 30,000 Starpoints to your account and redeem them for your perfect getaway — or gift them to your friends and family.

**BUY NOW**

BUY MORE. SAVE MORE.			
BUY 5,000-9,500 STARPOINTS	BUY 10,000-14,500 STARPOINTS	BUY 15,000-19,500 STARPOINTS	BUY 20,000-30,000 STARPOINTS
SAVE 10%	SAVE 15%	SAVE 20%	SAVE 25%

Use your Starpoints any way you like — including for stays at any of our more than 1,300 luxurious hotels and resorts across 11 distinctive brands worldwide.

**BUY NOW**

**Free Night Awards.**

Rebel dear your calendar. Redeem Starpoints at more than 6,500 Starwood® hotels and resorts worldwide, and at Caesars Entertainment® hotels — all without blackout dates or extra fees.

**BOOK A FREE NIGHT**

**SPG Moments™**

Get a listed. Score VIP access and go backstage with your favorite artist. Learn from the world's best chefs and so much more.

**BOOK ON MOMENTS**

**SPG Flights.**

Prepare for takeoff. Redeem Starpoints for Award Flights with hundreds of airline worldwide, including Delta and Emirates — all without blackout dates, even during peak season and holidays.

**BOOK AN AWARD FLIGHT**

**Merchandise and more.**

Get more of the good stuff. Gussy gift cards to top retailers like Amazon.com, Nordstrom and Starbucks.

Play it forward. Donate Starpoints to charities like the American Red Cross and UNICEF.

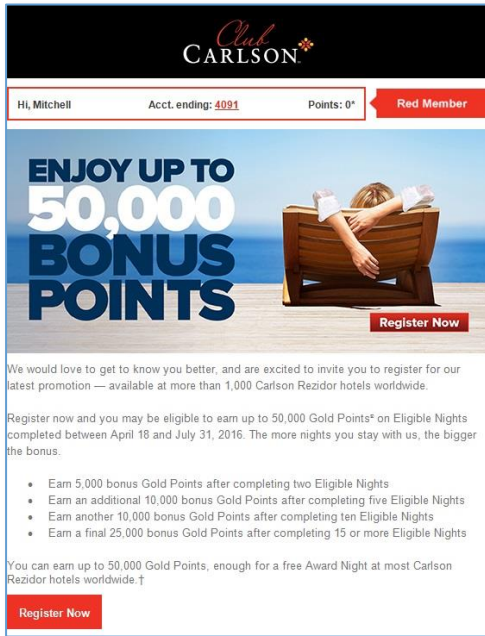
**EXPLORE YOUR OPTIONS**



# April saw increased promotional activity

## Carlson

- 50 K point promotion Breaks down actions required for reward tiers
- “Register Now” CTA



The banner features the Carlson logo at the top. Below it, a navigation bar shows 'Hi, Mitchell', 'Acct. ending: 4091', 'Points: 0', and a 'Red Member' status. The main headline reads 'ENJOY UP TO 50,000 BONUS POINTS' with an image of a person relaxing on a beach chair. A 'Register Now' button is at the bottom right.

We would love to get to know you better, and are excited to invite you to register for our latest promotion — available at more than 1,000 Carlson Rezidor hotels worldwide.

Register now and you may be eligible to earn up to 50,000 Gold Points\* on Eligible Nights completed between April 18 and July 31, 2016. The more nights you stay with us, the bigger the bonus.

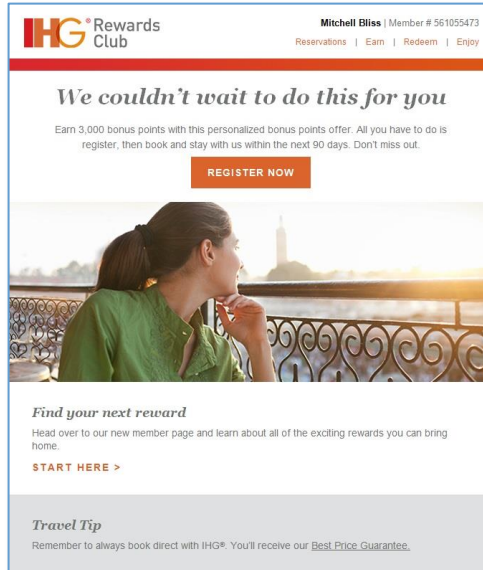
- Earn 5,000 bonus Gold Points after completing two Eligible Nights
- Earn an additional 10,000 bonus Gold Points after completing five Eligible Nights
- Earn another 10,000 bonus Gold Points after completing ten Eligible Nights
- Earn a final 25,000 bonus Gold Points after completing 15 or more Eligible Nights

You can earn up to 50,000 Gold Points, enough for a free Award Night at most Carlson Rezidor hotels worldwide. †

[Register Now](#)

## IHG

- Book stay in 90 days, earn 3K bonus points
- Presented as a ‘personalized bonus offer’



The banner features the IHG Rewards Club logo. A navigation bar shows 'Mitchell Bliss | Member # 561055473' with links for 'Reservations', 'Earn', 'Redeem', and 'Enjoy'. The headline reads 'We couldn't wait to do this for you'. Below it, text explains a personalized bonus offer of 3,000 points for booking within 90 days. A 'REGISTER NOW' button is prominent. The background image shows a woman looking out over a city skyline.

**We couldn't wait to do this for you**

Earn 3,000 bonus points with this personalized bonus points offer. All you have to do is register, then book and stay with us within the next 90 days. Don't miss out.

[REGISTER NOW](#)

**Find your next reward**

Head over to our new member page and learn about all of the exciting rewards you can bring home.

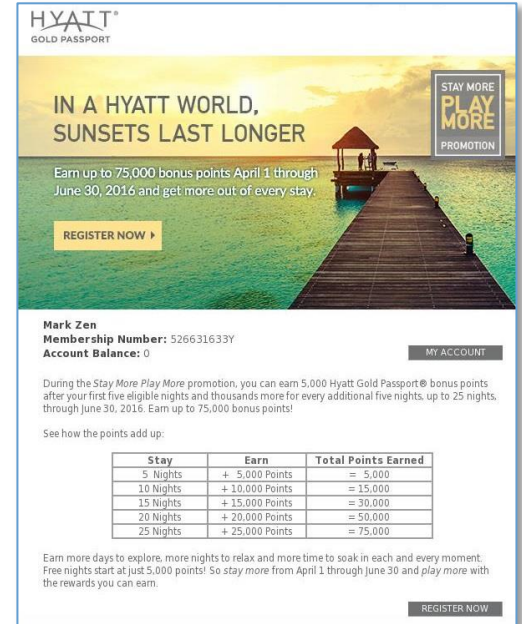
[START HERE >](#)

**Travel Tip**

Remember to always book direct with IHG®. You'll receive our [Best Price Guarantee](#).

## Hyatt

- Earn up to 75K points
- Reward tiers broken out in table



The banner features the Hyatt Gold Passport logo. A navigation bar shows 'Mark Zen', 'Membership Number: 526631633Y', and 'Account Balance: 0'. The headline reads 'IN A HYATT WORLD, SUNSETS LAST LONGER'. Below it, text explains a promotion to earn up to 75,000 bonus points. A 'REGISTER NOW' button is at the bottom right. The background image shows a person on a pier looking out at a sunset.

**IN A HYATT WORLD, SUNSETS LAST LONGER**

Earn up to 75,000 bonus points April 1 through June 30, 2016 and get more out of every stay.

[REGISTER NOW >](#)

**Mark Zen**  
Membership Number: 526631633Y  
Account Balance: 0

[MY ACCOUNT](#)

During the Stay More Play More promotion, you can earn 5,000 Hyatt Gold Passport® bonus points after your first five eligible nights and thousands more for every additional five nights, up to 25 nights, through June 30, 2016. Earn up to 75,000 bonus points!

See how the points add up:


Stay	Earn	Total Points Earned
5 Nights	+ 5,000 Points	= 5,000
10 Nights	+ 10,000 Points	= 15,000
15 Nights	+ 15,000 Points	= 30,000
20 Nights	+ 20,000 Points	= 50,000
25 Nights	+ 25,000 Points	= 75,000

Earn more days to explore, more nights to relax and more time to soak in each and every moment. Free nights start at just 5,000 points! So stay more from April 1 through June 30 and play more with the rewards you can earn.

[REGISTER NOW](#)

# April-Hilton promotes 'HHonors Dining'

Program allows members to link their Hilton account to a credit card and can earn points when dining in their 11K restaurant/bar network



EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Hello Mitchell

MEMBER #: 277594357

YOUR POINTS  
0

LOGIN

BLUE | SILVER | GOLD | DIAMOND

# WINE, DINE & EARN

Join HHonors Dining & earn  
up to 2,000 Points + up to  
8 Points for every \$1 spent

JOIN NOW

# START SAVING MORE


Introducing the lowest  
price anywhere online,  
for members only

BOOK NOW

### Earn Hilton HHonors™ Bonus Points every time you dine out!


1

**JOIN**  
Sign up for free and register your credit and/or debit cards.




2

**DINE**  
Visit or carry out from over 11,000 participating restaurants, bars, or clubs **and** pay with your registered card.



3

**EARN**  
Earn up to 8 HHonors Bonus Points for every dollar you spend dining – including tax and tip!



Elite Member	Online Member	Member
<b>8</b> HHonors Bonus Points per dollar spent	<b>5</b> HHonors Bonus Points per dollar spent	<b>2</b> HHonors Bonus Points per dollar spent

53

# April-Hilton partner offer emphasis

“Just for you”, partner-centric Email may be a regularly featured communication

- LifeLock (Wyndham also partners)
- Score Big
- FTD
- NRG
- Direct TV

HILTON HHONORS | EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Hello Mitchell | MEMBER #: 277594357 | YOUR POINTS: 0 | LOGIN

**JUST FOR YOU**  
check out our partner offers

Get 30 days free and 10% off  
**LifeLock**  
LEARN MORE

Earn at least 5,000 Points on live event tickets  
**score Big**  
LEARN MORE

Let NRG Home power your next escape  
**nrg**  
LEARN MORE

Limited Time 75,000 Bonus Points  
**citi**  
LEARN MORE

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

**BOOK NOW**

HILTON HHONORS | EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Hello Mitchell | MEMBER #: 277594357 | YOUR POINTS: 3,116 | LOGIN

**JUST FOR YOU**  
check out our partner offers

Limited Time Offer 75,000 Bonus Points  
**LEARN MORE**

Earn 3,000 Points on Flowers for Mom  
**LEARN MORE**

1,250 HHonors Points for your opinions  
**LEARN MORE**

Switch to DIRECTV for a FREE weekend stay  
**LEARN MORE**

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

**BOOK NOW**

**Partner Solo**

- Switch to DIRECTV, get 2-night stay

HILTON HHONORS | EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Hello Mitchell | MEMBER #: 277594357 | YOUR POINTS: 0 | LOGIN

**EARN YOUR FREE STAY**  
Get a 2-night stay for switching to DIRECTV.  
**LEARN MORE**

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

**BOOK NOW**



# May-New Account Boxes

## Sub-Branded Headers

Promote and facilitate stays at other brands

about us | offers | download app

Hello Mitchell MEMBER # 277594357 YOUR POINTS 3,116 LOGIN

see what's new from Hampton by Hilton

Start earning 2X HHonors Points during your next stay

NEXT STEP

Sleep easy in Napa with 1,000 Points per night

NEXT STEP

Score National Museum of Play tickets for family fun

NEXT STEP

Top comedy club tickets in NYC - we're not joking

NEXT STEP

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

**BOOK NOW**

ABOUT US OFFERS DOWNLOAD APP

Hello Mitchell MEMBER # 277594357 YOUR POINTS 3,116 LOGIN

**Bring Someone Special Next Time You Stay with Me**

AND ENJOY A SPARKLING BEVERAGE WHEN YOU ARRIVE AND BREAKFAST FOR TWO IN YOUR ROOM

**COME EXPLORE**

Make every night count twice at Providence Biltmore

**BOOK NOW**

Relax and recharge at The Sam Houston Hotel

**BOOK NOW**

Experience southern hospitality at The Franklin

**BOOK NOW**

Follow @CurioCollection and explore #CitiesByCurio

**COME DISCOVER**

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

**BOOK NOW**

Starwood Preferred Guest

You're not registered for our latest promotion. Don't miss out. Register now >

You are Preferred. GET YOUR BENEFITS >

NIGHTS 2 STAYS 1

Track your progress

Save at Sheraton. RECEIVE 40% OFF EVERY 2ND NIGHT

**BOOK NOW**

EXPERIENCE THE SPG LIFE:

Be rewarded at Design Hotels™

Lock in last-minute Hot Escapes

Explore and book on spg.com

Save up to 40% on suites

GO TO SPG DASHBOARD

SPG eStatement

STAY INFINITE 2016

GET 25,000 BONUS STARPOINTS

Starwood Preferred Guest

Jennifer Jones  
Member Number: \*\*\*\*\*4233

You're not registered for our latest promotion. Don't miss out. Register now >

By clicking, you're registering for this promotion.

You are Preferred. SEE YOUR BENEFITS >

NIGHTS 2 STAYS 1

Track your progress.

This information is current as of 30-APR-16. Get your most up-to-date earnings and view more personalized offers at SPG Dashboard.

**GO TO SPG DASHBOARD**

## SPG eStatement

- SL: SPG-Your May eStatement, Redesigned
- Includes link to Benefits, SPG Dashboard, and Account Alerts

# May-Summer Promotions



HILTON HHONORS | EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Hello Mitchell | MEMBER #: 277594357 | YOUR POINTS 3,116 | LOGIN

BLUE SILVER GOLD DIAMOND

**THE BIG WORLD SALE**

HHONORS MEMBERS GET UP TO 25% OFF

BOOK NOW



HILTON HHONORS | EXPLORE HHONORS | DOWNLOAD APP | OFFERS

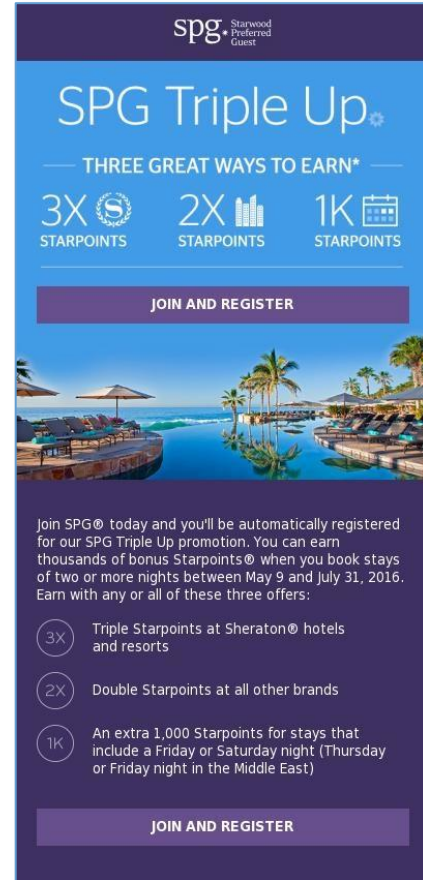
Hello Mitchell | MEMBER #: 277594357 | YOUR POINTS 3,116 | LOGIN

BLUE SILVER GOLD DIAMOND

**THE BIG WORLD SALE**

HHONORS MEMBERS GET UP TO 25% OFF

BOOK NOW



spg Starwood Preferred Guest

**SPG Triple Up**

— THREE GREAT WAYS TO EARN\* —

3X STARPOINTS 2X STARPOINTS 1K STARPOINTS

JOIN AND REGISTER

Join SPG® today and you'll be automatically registered for our SPG Triple Up promotion. You can earn thousands of bonus Starpoints® when you book stays of two or more nights between May 9 and July 31, 2016. Earn with any or all of these three offers:

- 3X Triple Starpoints at Sheraton® hotels and resorts
- 2X Double Starpoints at all other brands
- 1K An extra 1,000 Starpoints for stays that include a Friday or Saturday night (Thursday or Friday night in the Middle East)

JOIN AND REGISTER



# May-Mother's & Memorial Day energy moments

## Memorial Day

Increased relevancy for "Big World Sale" promotion



HILTON HHONORS

EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Hello Mitchell MEMBER #: 277594357 YOUR POINTS 3,116 LOGIN

BLUE SILVER GOLD DIAMOND

**THE BIG WORLD SALE**

Memorial Day is right around the corner. Book now and save.

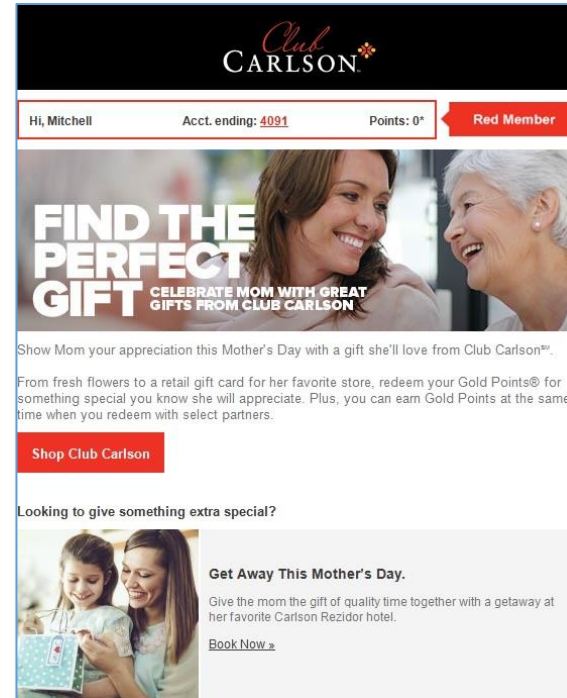
HHONORS MEMBERS GET UP TO 25% OFF

BOOK NOW

\*TERMS APPLY AT HHONORS/SALE

## Mothers Day

- Redeem Carlson points for Mothers Day gift
- Mothers Day offer promoting "togetherness"



Club CARLSON

Hi, Mitchell Acct. ending: 4091 Points: 0\* Red Member

**FIND THE PERFECT GIFT** CELEBRATE MOM WITH GREAT GIFTS FROM CLUB CARLSON

Show Mom your appreciation this Mother's Day with a gift she'll love from Club Carlson®.

From fresh flowers to a retail gift card for her favorite store, redeem your Gold Points® for something special you know she will appreciate. Plus, you can earn Gold Points at the same time when you redeem with select partners.

Shop Club Carlson

Looking to give something extra special?

**Get Away This Mother's Day.**

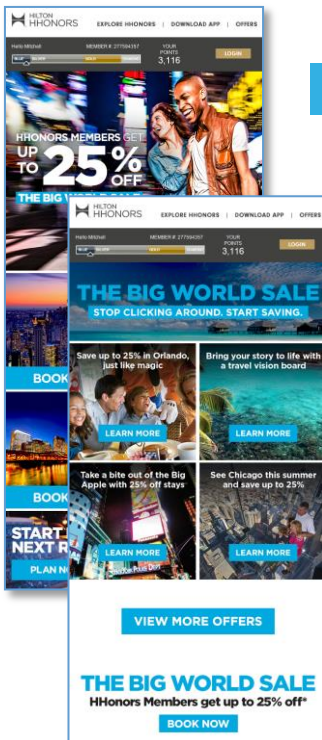
Give the mom the gift of quality time together with a getaway at her favorite Carlson Rezidor hotel.

Book Now »

# June-Hilton Big World Sale

## Big World Sale

### Offers



**THE BIG WORLD SALE**  
STOP CLICKING AROUND. START SAVING.

Save up to 25% in Orlando, just like magic. [LEARN MORE](#)

Bring your story to life with a travel vision board. [LEARN MORE](#)

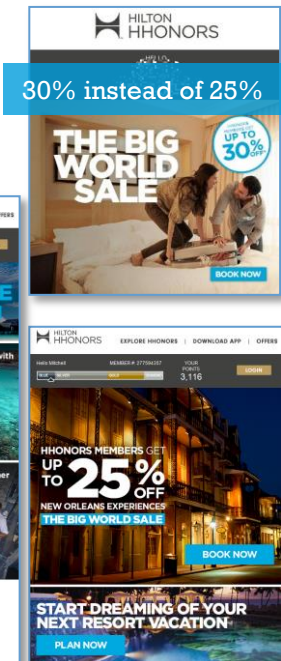
Take a bite out of the Big Apple with 25% off stays. [LEARN MORE](#)

See Chicago this summer and save up to 25%. [LEARN MORE](#)

**START DREAMING OF YOUR NEXT RESORT VACATION**  
[PLAN NOW](#)

**THE BIG WORLD SALE**  
HHonors Members get up to 25% off\*  
[BOOK NOW](#)

### Solo



**THE BIG WORLD SALE**  
UP TO 30% OFF  
30% instead of 25%

[BOOK NOW](#)

**THE BIG WORLD SALE**  
HHonors Members get up to 25% off\*  
[BOOK NOW](#)

### Reactivation



**EARN DOUBLE POINTS**  
It's been a while since your last vacation. Get away now with the 2X Points Package.

[LEARN MORE](#)

**THE BIG WORLD SALE**  
HHonors Members get up to 25% off\*  
[BOOK NOW](#)

### New Location



**Local Discovery**  
Enjoy local surprises and 1,000 HHonors Bonus Points.

[BOOK NOW](#)

**THE BIG WORLD SALE**  
HHonors Members get up to 25% off\*  
[BOOK NOW](#)

### Registration Reminder



**UP TO 25% OFF**  
+ 2X POINTS =  
**BEST PROMOTION EVER.**

Double Points. Every day. Every hotel. Plus, get up to 25% off every stay.\*  
[REGISTER IN 1 CLICK](#)

### Survey Request



**YOUR OPINION MATTERS**  
Join e-Rewards' Opinion Panel & take one survey to earn 1,250 Bonus Points.

[LEARN MORE](#)

**THE BIG WORLD SALE**  
HHonors Members get up to 25% off\*  
[BOOK NOW](#)

### METT



**YOUR ADVENTURE STARTS HERE - UP TO 25% OFF IN DOWNTOWN AUSTIN.**

Take advantage of the Hilton Big World Sale this summer and save up to 25% on select dates in downtown Austin. Visit the state capital for a free tour, rent a kayak to see Lady Bird Lake from the water, and hit the shops and restaurants in the SoCo area. With so many summer activities happening in Austin, you'll want to book now for the best savings!

[BOOK NOW >](#)

**OR, BUNDLE & SAVE WITH THE TRIPLE PLAY**

Our bestselling summer package is also available, offering discounted Breakfast (for two), Parking in our downtown garage, and in-room Wi-Fi access. A \$60 value for just \$40!

[BOOK NOW >](#)

## Unlimited Bonus Promotion

### Solo



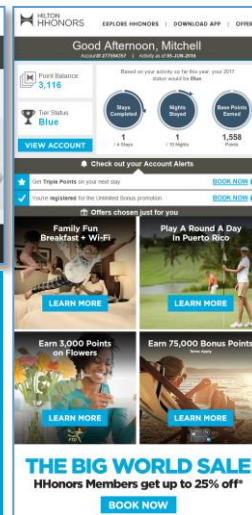
**UP TO 25% OFF**  
+ 2X POINTS =  
**BEST PROMOTION EVER.**

Get up to 25% off & 2X Points\* on every stay. Plus, earn 3,000 Points after your first stay of 2+ nights.\*  
[BOOK NOW](#)

**Unlimited Bonus = Big World Sale (same landing page)**

**Same offer, but Unlimited Bonus includes 2X points on top of 25%**

### Newsletter



**Good Afternoon, Mitchell**  
Personalized greeting and account information.

**THE BIG WORLD SALE**  
HHonors Members get up to 25% off\*  
[BOOK NOW](#)

# June featured Member best/lowest rates

## Hilton Acquisition



**START SAVING**

INTRODUCING THE LOWEST PRICE ANYWHERE ONLINE, FOR MEMBERS ONLY.

[JOIN NOW](#)

## Hilton Solo



HELLO  
**Amy**  
MEMBER # :  
YOUR POINTS :

**START LIVING IT UP**

Introducing the lowest price anywhere online, for members only.

[BOOK NOW](#)

## IHG eStatment

- “Your Rate” Members get best rate
- Sent a reminder on eStatment

Member # 061000472

**Yearly Activity**

Total Points: 0

Elite Qualifying Points: 0

Qualifying Nights: 0

[Manage Your Account](#)

**Points Balance**

0 as of 06/13/2016

**Good Things Just Got Easier**

It's time to enjoy a loyalty program that's more centered on you and everything you love about travel.

[LEARN MORE](#)



### More savings, just for you

You deserve exclusive rewards as a loyal member, and because of that, we've created Your Rate – our best rate available, just for IHG Rewards Club members, when you book direct at ihg.com.

[Learn more](#)

Redeem Points	Purchase Points	Transfer Points	Earn Points	Update Your Email	Download the IHG App

### 65,000 Ways to Share Forever



Get rewards sooner, with Share Forever. You'll earn at least 65,000 bonus points and a free night to share, courtesy of IHG Rewards Club & Coca-Cola.

[Register now for reward you can share](#)

## Hyatt Reactivation

- Details program features [View this e-mail online](#)
- Stay More Play More promotion [View this e-mail online](#)
- Member best rate guarantee



It's time to discover a world of rewards.

Come explore all the benefits you'll enjoy as a Hyatt Gold Passport member. Whether traveling near or far, now you can earn valuable points every step of the way. Then redeem those points for a number of rewarding experiences, from free nights to countless dining options and spa retreats. [Let the journey begin!](#)

### STAY

For work or play, enjoy over 600 hotels worldwide.

### EARN

Receive 5 points for every eligible dollar you spend on stays, dining, spa treatments and more.

### REWARD

Turn points into free nights with no blackout dates starting at just 5,000 points!



**STAY MORE PLAY MORE.** Congratulations, you are registered for the Stay More Play More promotion! Book your next stay today. You could earn up to 75,000 bonus points to redeem for free nights, room upgrades, relaxing spa treatments, delicious dining experiences and more. Stay more through June 30, and get more out of every stay. [Book Now](#)

**BOOK ON HYATT.COM TO EARN POINTS FOR EVERY STAY, EVERY TIME — GUARANTEED**  
Plus get the best rate available with our **Best Rate Guarantee**. No booking fees. No hassle.

[BOOK NOW](#)



# June - Hilton dedicated more real estate to program features/benefits

**HILTON HHONORS**

**MEET OUR FRIEND UBER**

Get \$5 off each of your first four rides when you use code: HILTON4RIDES

**SIGN UP NOW**

**ARRIVE ON TIME**

WITH UBER RIDE REMINDERS IN THE HILTON HHONORS APP.

**LEARN MORE**

**CHECK OUT THE LOCAL SCENE**

WITH UBER HOTSPOTS IN THE HILTON HHONORS APP.

**LEARN MORE**

**THE BIG WORLD SALE**

HHonors Members get up to 25% off\*

**BOOK NOW**

- Uber partnership/offer
- Highlight Mobile app integrated services

- Highlight mobile features
- Direct booking, re-booking
- Check in, choose room
- Arrival requests
- Digital Key
- Uber partnership

**HILTON HHONORS**

**HELLO Fred**

MEMBER # 123456789  
YOUR POINTS 1,000

**BOOKING IS JUST THE BEGINNING.**

Download the app and get the most out of your stay.

**BOOK YOUR STAY**

You can book where the hotel stays. And you can make a booking from your phone.

**BOOK IT NOW**

**CHECK IN/CHOOSE YOUR ROOM**

You can check in up to 24 hours before arrival. We'll also suggest the best room for you and the best rate available.

**ARRIVAL REQUESTS**

Call ahead, a handy drive. A car will be at the door and it'll be waiting when you arrive.

**SEE WHAT'S AVAILABLE**

**DIGITAL KEY**

Use your phone to open your door at over 200 hotels with keyless entry.

**UBER**

You can request a ride right through the app and find all the local hot spots with the Uber app.

**BOOK, CHOOSE, REQUEST, RIDE, REPEAT.**

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only.

**BOOK NOW**



# SPG Updates

# 2016 communication opportunities

## **Project Orange Member Acquisition**

**Provide PO nonmembers reasons to join & stimulate referral from existing members**

## **Brand Portfolio & Travel Opportunities**

**Drive discovery & awareness of halo properties/markets & the breadth and variety of MR experiences**

## **Promotions, Offers & Deals**

**Broaden awareness of available offers and utilize member data to deliver more relevant recommendations**

## **Booking/Stay Experience**

**Provide members with relevant content to enhance their stay and get more from their membership during their travel**