



FEBRUARY 2017 MARRIOTT REWARDS EMAIL PROGRAM REVIEW

April 4, 2017

yes

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FEBRUARY 2017 EMAIL PROGRAM SUMMARY

Program clicks fell 7% YoY due to lower monthly delivery volume & 6% decrease in CTO%

- **eNews** CTO% fell 24% YoY as engagement to MegaBonus was less than expected
- Below average 7.3% CTO% as lack of engagement due to **Field Offers**

Members showed positive click engagement with:

- Multiple personalized content in **eNews**
- **Hotel Specials** curated offer layout update
- Upcoming Trip module in **Destinations**

Notifying members of their eligible bonus points may have increased **MegaBonus** registrations

New **Birthday Offers** appeared to generate incremental bookings

Onboarding Open% and **Welcome** CTO% were improved by respective updates

Test Summary: CTA placement, Offer positioning, subject line optimization

		Hotel							
		Program	eNews	Specials	Dest.	Solos	Lifecycle	MRCC	METT
Audience	Audience*	19.1 M +0.6%							
	Total Delivered	87.0 M -1.8%	14.3 M 24.3%	10.3 M 2.9%	12.4 M -27.3%	23.9 M -9.8%	4.6 M 7.6%	15.4 M 22.0%	6.1 M -8.1%
	Unsub Rate	0.18% -0.1 pts	0.14% -0.1 pts	0.18% 0.0 pts	0.14% -0.2 pts	0.15% -0.2 pts	0.28% -0.2 pts	0.22% -0.2 pts	0.31% 0.2 pts
	Delivery Rate	99% 0.4 pts	99% -0.1 pts	100% 2.9 pts	99% 0.3 pts	99% 0.5 pts	96% -0.3 pts	99% -0.6 pts	95% -0.5 pts
Engagement	Open Rate	23.0% 0.2 pts	22.4% -0.2 pts	18.7% -0.8 pts	22.3% 4.7 pts	23.9% -0.6 pts	32.6% -1.5 pts	23.9% 0.6 pts	20.0% -6.2 pts
	Opens	20.0 M -1.0%	3.2 M 23.1%	1.9 M -1.5%	2.8 M -7.9%	5.7 M -12.1%	1.5 M 2.8%	3.7 M 24.9%	1.2 M -29.9%
	Click Rate	1.9% -0.1 pts	3.1% -1.0 pts	1.4% -0.5 pts	1.0% 0.2 pts	2.2% 0.2 pts	6.0% -0.5 pts	0.8% -0.1 pts	0.8% -0.4 pts
	Unique Clicks	1.7 M -6.5%	436.1 K -6.7%	141.9 K -26.2%	121.2 K -9.3%	514.3 K 0.1%	275.4 K -0.1%	124.7 K 7.5%	46.9 K -39.4%
	Click to Open Rate	8.3% -0.5 pts	13.6% -4.4 pts	7.3% -2.5 pts	4.4% -0.1 pts	9.0% 1.1 pts	18.3% -0.5 pts	3.4% -0.5 pts	3.9% -0.6 pts
Financial	Bookings	36.8 K -45.1%	10.4 K -49.5%	3.7 K -47.3%	2.8 K -45.9%	10.9 K -43.3%	4.2 K -36.3%	3.3 K -37.7%	1.3 K -53.0%
	Revenue	\$12.3 M -44.2%	\$3.5 M -48.8%	\$1.3 M -43.8%	\$1.0 M -35.3%	\$3.7 M -40.6%	\$1.4 M -39.9%	\$942.5 K -43.9%	\$398.9 K -59.6%
	Conversion Rate	2.2% -1.6 pts	2.4% -2.0 pts	2.6% -1.0 pts	2.3% -1.6 pts	2.1% -1.6 pts	1.5% -0.9 pts	2.6% -1.9 pts	2.8% -0.8 pts
	Bookings per Delivered(K)	0.4 -44.1%	0.7 -59.4%	0.4 -48.8%	0.2 -25.6%	0.5 -37.1%	0.9 -40.8%	0.2 -48.9%	0.2 -48.8%

* Calculated using Mailable Openers** from Active, Inactive, and Non Member Counts

** Total Mailable minus anyone who has not clicked/opened an email in past 15 months

Note: There was an error in reported financial metrics due to Omniture

YoY click volume decreased by 7% & CTO% decreased 6%

eNews CTO% decreased YoY ft. MegaBonus for the 2nd month and minus account module

Hotel Specials featured a new layout but low CTO% continued from Q4

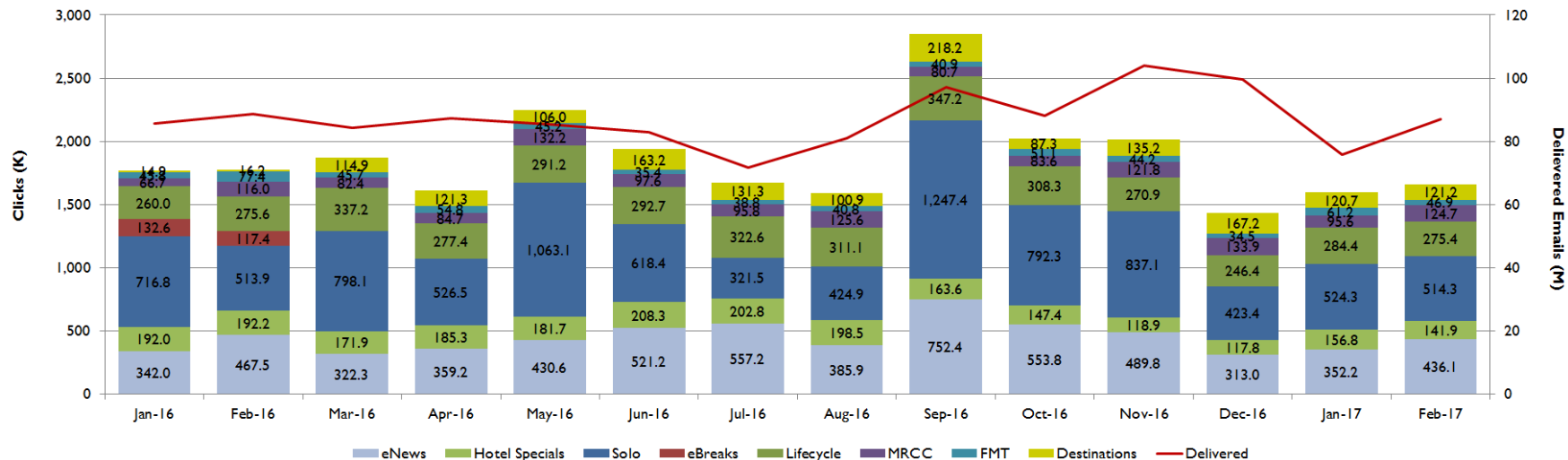
Destinations maintained an above avg Open% with clicks distributed throughout the email

Despite YoY shortfall, **Lifecycle** KPI's improved due to Onboarding pause, Welcome/Onboarding updates & Birthday Offer

YoY improvements for **Solos** were primarily due to underperformance of 2016 NFL Sweeps

MRCC KPI's were nearly flat YoY as 80K was offered in Feb '16 & '17

DECREASE IN YOY CLICKS DUE TO DECLINES IN ENEWS & HOTEL SPECIALS

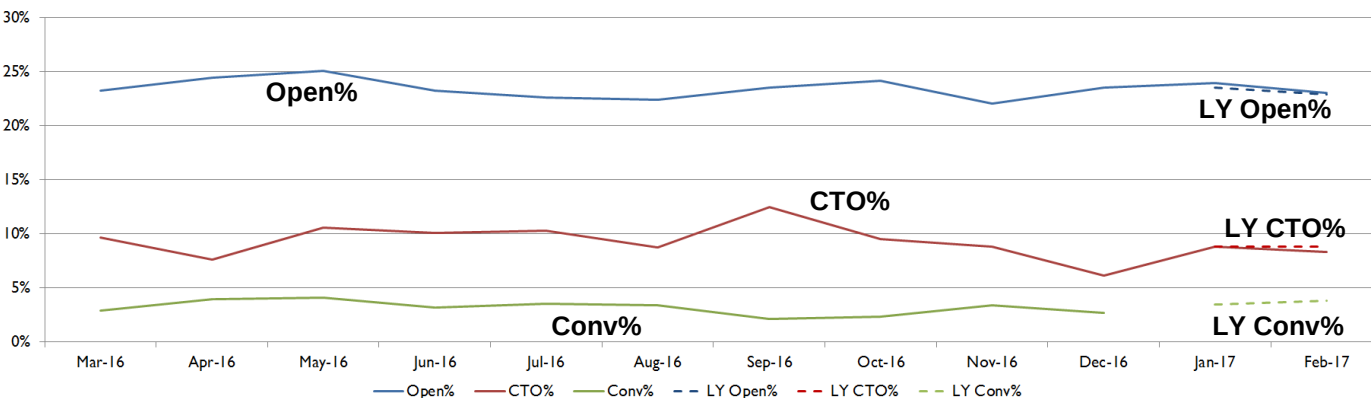


February Key Solo Mailings

	<u>Delivered / Clicks</u>
Feb '17: Freddie's	12.3 M / 204 K
MB Reg Reminder	7.9 M / 199 K
Points Expiration	304 K / 42 K
METT	2.6 M / 22 K

	<u>Delivered / Clicks</u>
Feb '16: Freddie's	10.8 M / 219 K
NFL 50-to-50	13.2 M / 135 K
MB Total Earned	284 K / 54 K
Points Expiration	233 K / 31 K

KPIS FELL SLIGHTLY MOM, CONSISTENT WITH YOY TRENDS

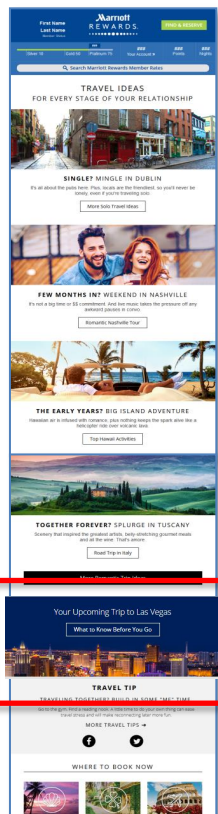


Open% had a slight MoM decrease

CTO% was 10% below 12-month avg & 6% lower YoY due to decreases in eNews & Hotel Specials

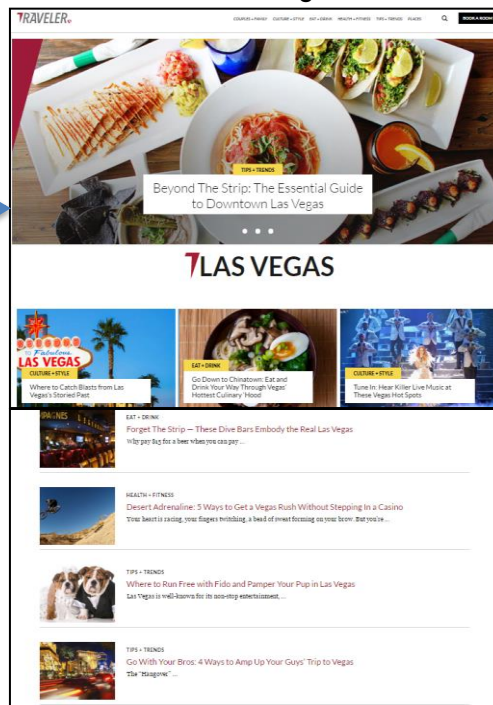
KEY STORYLINES

UPCOMING TRIP MODULE GENERATED CLICK ENGAGEMENT



- 1 of 27 city modules targeted by upcoming stay
- Links to Marriott's Traveler

Marriott's Traveler: "Essential Guide to Downtown Vegas"



Background:

Members that had an upcoming stay to 1 of 27 specified cities within 30 days of receiving Destinations received a "Upcoming Trip" module that linked to the Marriott Traveler article for that city

Results:

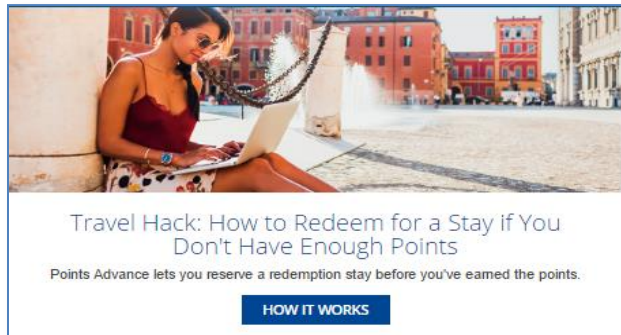
Members receiving this module had significant click engagement with it

- Member receiving this module had a Click% of 0.77% to that module
- Members not receiving this module had a Click% of 0.93% to the entire email

Click% = clicks/delivered emails

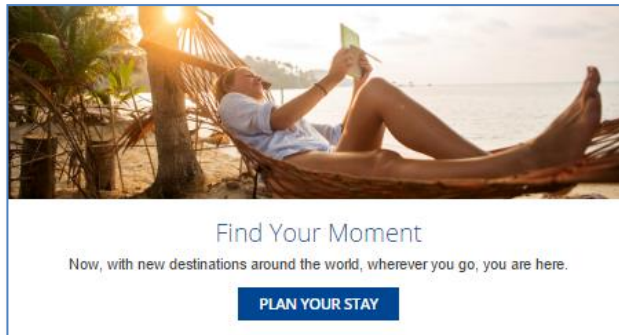
NON-MB TOP OFFER CLICKS INCREASED 113% MOM

Feb eNews Top Offer (to non-MB)
*Your Account: New Ways to Use Your
[XXX,XXX] Points*



**113% increase in
clicks over Jan**

Jan eNews Top Offer (to non-MB)
*Your Account: Find Your Moment in
More Places*



Multiple tactics were used that may have contributed to this success:

- Integrated subject line & Top Offer content
- Dynamic insertion of member points in subject line
- “Travel Hack” theme

Continue to explore personalization for both main and supporting Top offer content

Note: Open% of MB segments is unknown

PERSONALIZING CONTENT INCREASED ENGAGEMENT IN ENEWS REWARDS

1) Targeting Moments increased click engagement

- 2 Moments were targeted based on points and generated slightly higher click engagement than a generic message

○ Carnival Cruise (200K+ pts)	0.43% Click%
○ Game of Thrones Concert (55K-199K pts)	0.12% Click%
○ Ways to Use Points (< 55K pts)	0.07% Click%

2) Hertz offer dynamically inserted First name & generated 6x more clicks than the avg Hertz offer

WORK YOUR POINTS

 Earn 80,000 Bonus Points
Earn points towards your next vacation with the Marriott Rewards Premier Credit Card.
[Learn More](#)

3 Ways to Use Your Hard-Earned Points

1. Concerts & Events
2. Wine Tastings
3. Luggage shipping & much more

[See All Experiences](#)

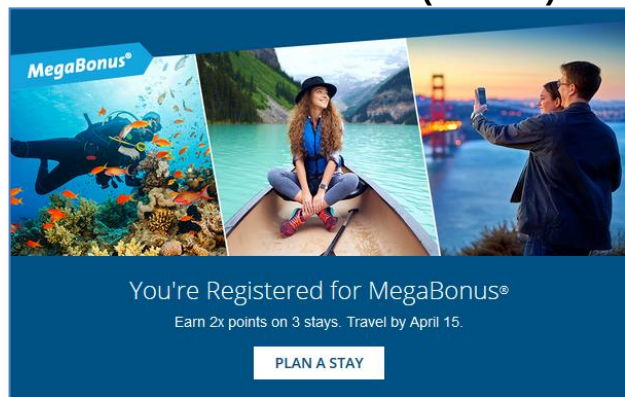
 **Golfers: Get 10 Points per \$1**
Spend time on your swing – you'll earn 10 points for every dollar you spend on the green.
[Golf & Earn](#)

Need a Car, Mitchell?
Rent a car with Hertz and you'll save 35% and earn up to 5,000 points.
[Save 35%](#)

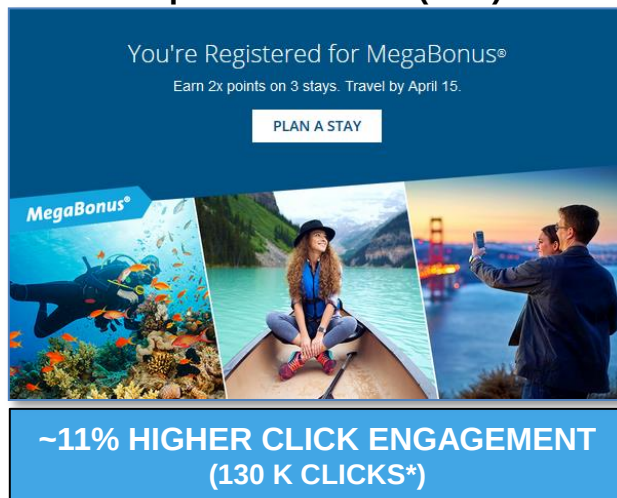


TOP CTA GENERATED MORE CLICKS THAN THE BOTTOM PLACEMENT

Bottom-Centered CTA (Control)



Top-Centered CTA (Test)

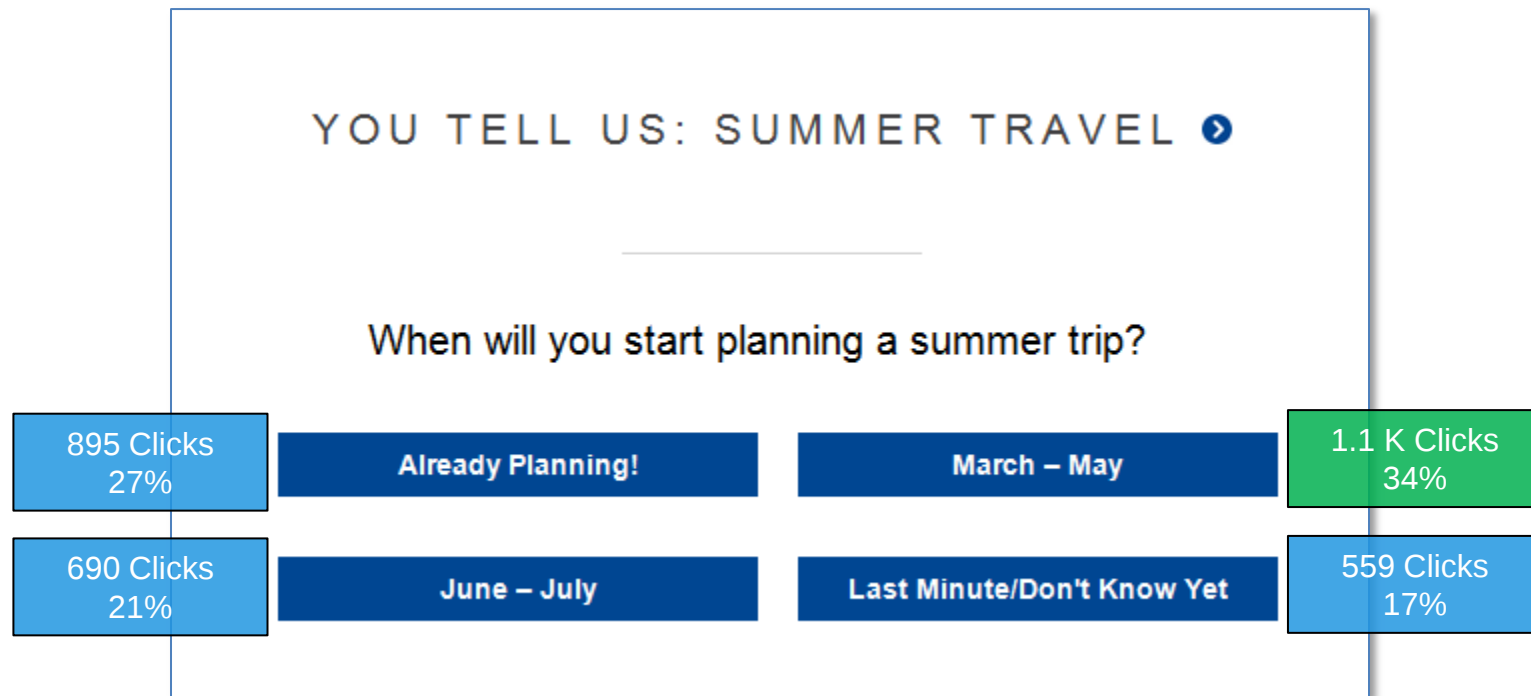


MegaBonus CTA layout was tested in eNews Top Offer for members

The Top-Centered CTA generated 11% more clicks*

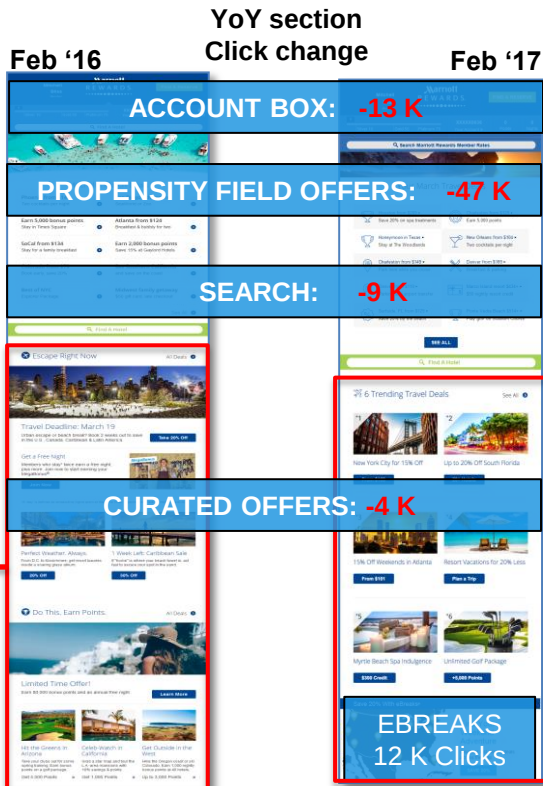
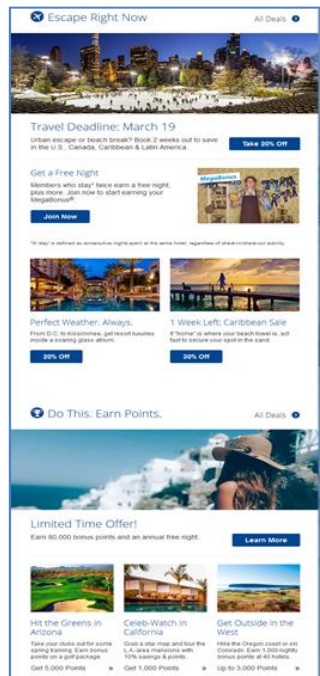
*While Open data was not provided results would have been statistically significant if one cell generated a 22.4% Open% (1.1 M opens) vs 20.4% (1.0 M opens)

MAJORITY OF SUMMER PLANS START BEFORE MAY

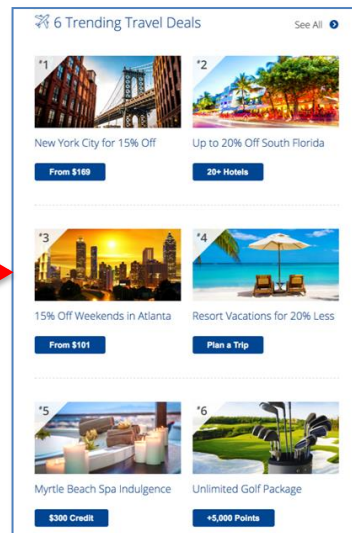


PROPENSITY OFFERS DROVE YOY CLICK DECREASE; “TRENDING 6” A POSITIVE CHANGE

Getaways & Experiences



Trending 6



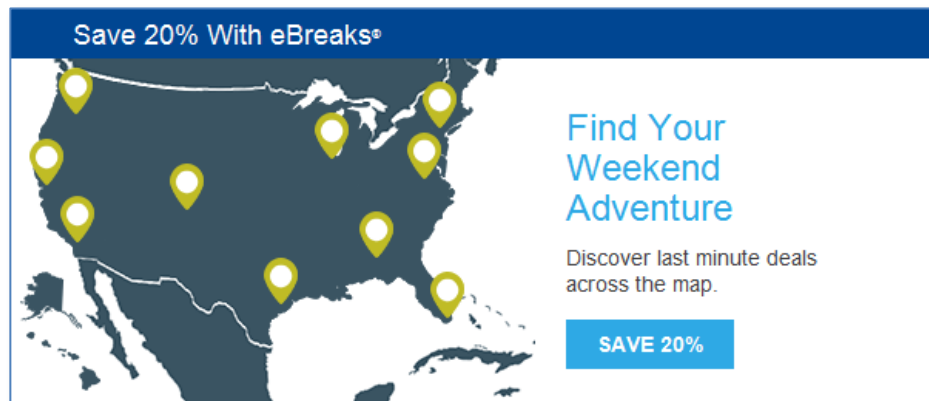
1) Propensity Field Offer YoY clicks decreased the most of any section
Suggests benefit to improvement in Field Offer quality & propensity model

2) Curated Offers YoY decreased the least

- New layout: Trending 6
- Feb '17 did not have the benefit of featuring MegaBonus

Continue to utilize & explore different positioning

NEW EBREAKS MAP CREATIVE GENERATED 21% MORE CLICKS THAN THE 12-MO AVG



BACKGROUND: SPRING MEGABONUS HAD 3 OFFER TARGET AUDIENCES

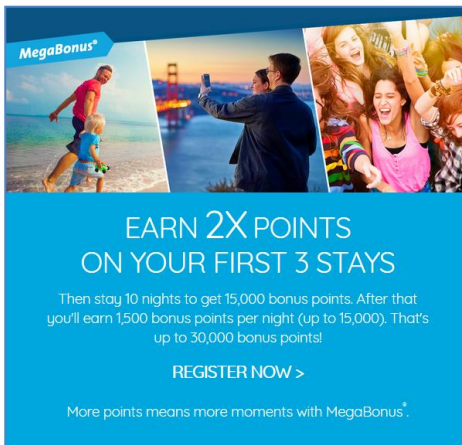
The “higher value” segments had significantly higher Email KPI's

Base Offer: 2x points



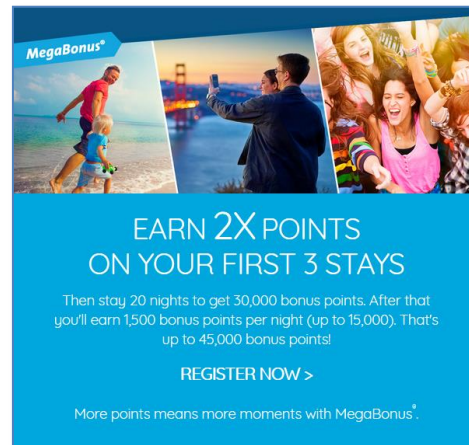
24% Open%
11% CTO%

30K Offer



45% Open%
47% CTO%

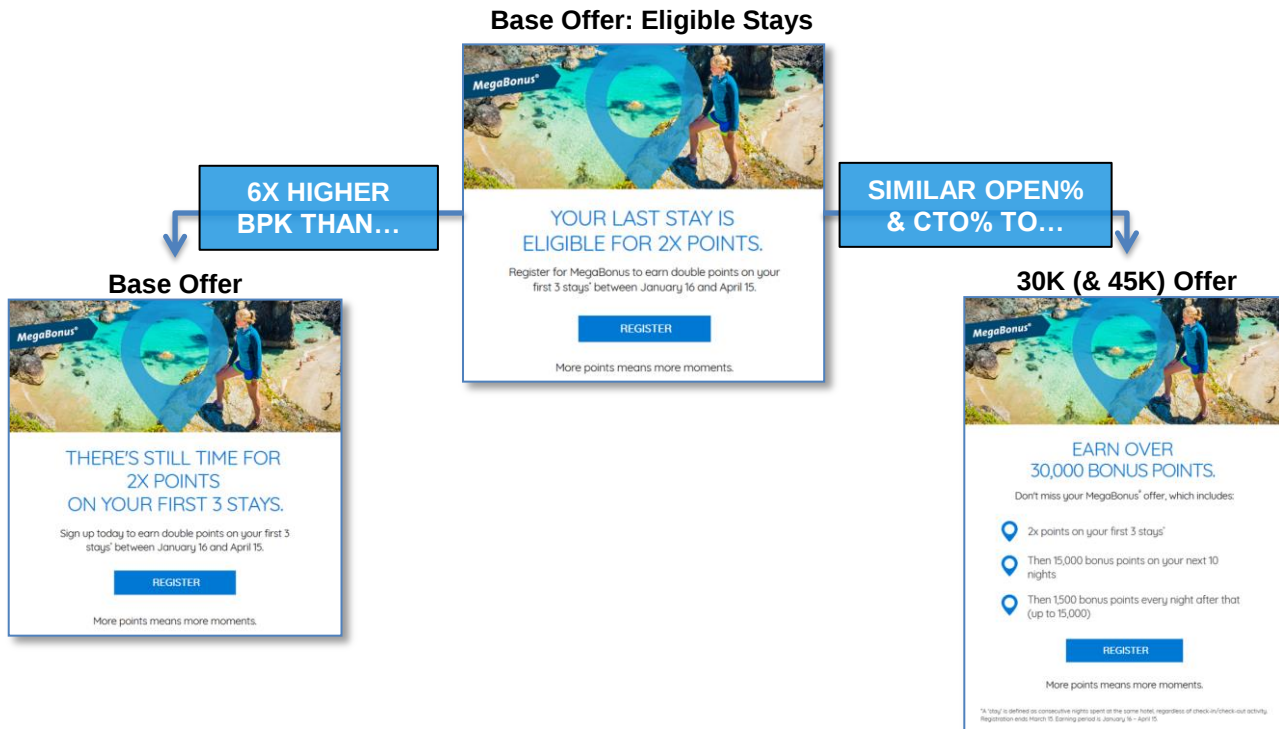
40K Offer



52% Open%
59% CTO%

In February, a reminder was deployed and a Base Offer sub-segment was targeted

A BASE OFFER SUB-SEGMENT GENERATED 6X HIGHER BPK



Observations:

Base Offer members that had a stay eligible for MB bonus were targeted with a message and generated:

- Open% & CTO% similar to higher value segments
- 6x higher BPK than Base group

Performance may be inherent of the segment or due to targeted content

Establishing a control group would help answer:

Did targeting content increase their response?

ONBOARDING WAS UPDATED AND OPEN RATES IMPROVED

	2016 Subject Line	New Subject Line (Feb '17)	Open% Lift vs 2016 Avg.
Series 1	How to Use Your Rewards Account	Monday Tip 1 of 4: Manage Your Account	2.2%
Series 2	How to Earn Points: No Travel Required	Monday Tip 2 of 4: Your Points Guide	6.3%
Series 3	Let's Plan Your Next Trip	Monday Tip 3 of 4: Indulge Within Reach	14.5%
Series 4	You Have 50 M New Friends	Monday Tip 4 of 4: Connect With Us	12.5%

Subject line changes:

- Day of Week
- "Tip" themed
- Sequenced
- Copy updated

Background:

Onboarding was updated late Jan

- Deployed Monday
- Subject line overhaul

Results:

- 2nd highest Open% since launch
- Later Emails in series experienced higher increase in Open%

Sequencing & improved copy likely impacted Open rates

Noteworthy:

- Onboarding was partially paused in Feb
- Jan also experienced higher than avg Open%
- CTO% was lower than 2016 avg, suggesting an opportunity to improve content

WELCOME SERIES SUBJECT LINE UPDATES NEGATIVELY IMPACTED OPEN RATES

	Previous Subject Line	New Subject Line (Feb '17)	Open% Lift vs 2016 Avg.
Welcome	Welcome to Marriott Rewards	Welcome to Marriott Rewards [FNAME]!	-4.9%
EES1	Personalize Your Experience: Tip 1 of 3	Tip 1 of 3: Personalize Your Account	-11.5%
EES2	Earn and Redeem Points: Tip 2 of 3	Tip 2 of 3: Get More From Your Points	-12.1%
EES3	Get Our best Available Rate: Tip 3 of 3	Tip 3 of 3: Get the Lowest Price	-9.8%

Subject line changes:

- Moved up sequencing
- Updated Subject lines

Welcome subject line & some content were updated on 2/7

Lowest Open% since Jan '16 for the campaign & individual Emails

- First Name (Welcome)
- Copy updates
- Sequencing as the lead

Sequencing may have less value

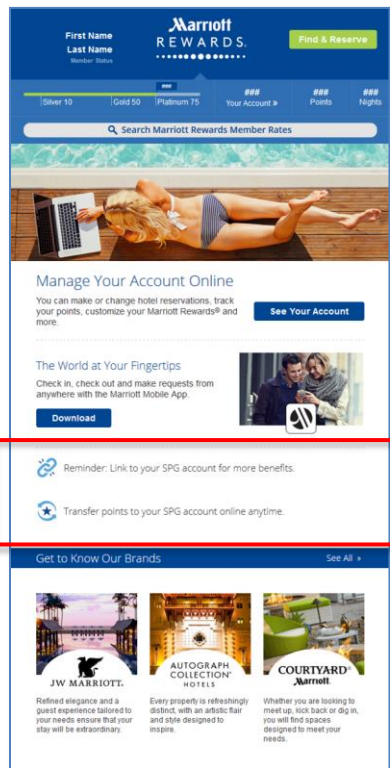
- Unlike Onboarding, marketing Emails are suppressed until Welcome series are complete
- Only value may be to put context among clutter

Opportunities

- Remove exclamation from first name
- Copy testing
- Sequencing moved to back

ADDING IN ACCOUNT LINK CONTENT IMPROVED CLICK ENGAGEMENT

SL: EES1: Tip 1 of 3: Personalize Your Account



Dynamic Account Linkage
content helped drive CTO%
increase

Welcome subject line & some content was updated on 2/7

- Only EES1 & 2 had updates

Overall CTO% improved slightly

- 1% over 2016 avg

EES1 was updated with Account Linkage content

- CTO% was 9% over 2016 avg
- Highest CTO% since Jan '16

Response suggests new members may respond well to Link Account message, consider:

- Communicating to them as a unique segment on ongoing Account Linkage comms
- Update Onboarding

CONTENT UPDATES APPEARED TO DECREASE CTO% IN EES2

Old EES2

First Name
Last Name
Member Status

Marriott REWARDS.

Find & Reserve

Silver 10 Gold 50 Platinum 75

Your Account » Points Nights

Start redeeming points with low points redemption opportunities

Start Earning Points

Earning points is easy when you stay at one of our 3,700+ hotels. Earn up to 10 points per dollar with your first stay.

How To Earn

Start Redeeming Points

Enjoy digital downloads, event tickets, gift cards and merchandise available in our 10K Collection for less than 10,000 Marriott Rewards® points.

How To Redeem

Watch your inbox for one more way to make the most of your membership.

Discover Our Portfolio Of Brands

See All »

EDITION

A unique collection of modern luxury hotels designed for a sophisticated experience, located in world-class cities.

AC HOTELS

An urban oasis with a cosmopolitan feel, offering the best of city life to leisure and business travelers alike.

Residence Inn

An established leader in the extended-stay hotel category, offering all-suite hotels with full kitchens and free WiFi.

New EES2 (2/7)

First Name
Last Name
Member Status

Marriott REWARDS.

Find & Reserve

Silver 10 Gold 50 Platinum 75

Your Account » Points Nights

Search Marriott Rewards Member Rates

The Power of Points

Combine Cash + Points to book a room. Or book now and earn later with Points Advance. And, of course, redeem points for upgrades & free stays.

How To Use Points

How to Earn Points

Every stay gets you points – but there are other ways to earn. Sign up for bonus promotions, transfer from SPG® and more.

Start Earning

Redeem points for experiences, from sports and concerts to culinary adventures.

Get to Know Our Brands

See All »

EDITION

A unique collection of modern luxury hotels designed for a sophisticated experience, located in world-class cities.

AC HOTELS

An urban oasis with a cosmopolitan feel, offering the best of city life to leisure and business travelers alike.

Residence Inn

An established leader in the extended-stay hotel category, offering all-suite hotels with full kitchens and free WiFi.

EES 2 content updates resulted in **lowest CTO% since Jan '16**

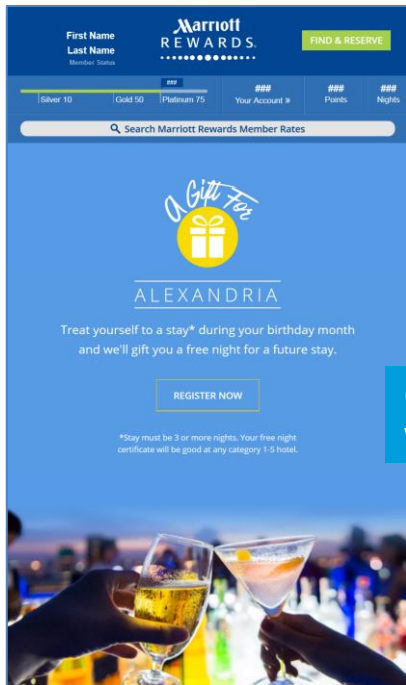
- Redeem was placed above Earn as Top Offer
- New subject line created different expectations to content
- Copy & CTA modifications
- Image update
- Lack of milestone

Recommendations:

- Continue to monitor
- Link analysis comparison

BIRTHDAY OFFER LAUNCHED TO GENERATE INCREMENTAL BOOKINGS

3+ Nights Stay: Celebrate Your Birthday With a Free Night 🎁



Only differences between offers were offer details in copy

Feb Birthday Offer Test	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/Del (K)
3+ Nights Offer	70.5 K	395	\$131.1 K	44.5%	27.3%	4.6%	5.6
Fri/Sat Night Offer	69.4 K	85	\$20.4 K	29.0%	19.4%	2.2%	1.2

Birthday Offer

- Sent a month prior to member birthday
- 2 offers tested (+hold out); free night w/
 - 3+ nights stay
 - 2+ nights with Fri/Sat stay

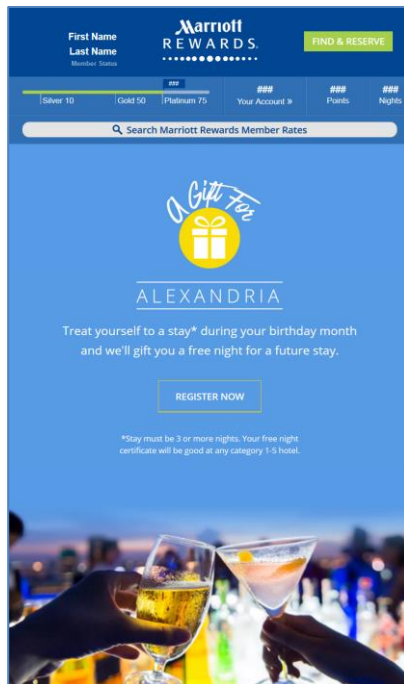
3+ Nights offer generated higher Open%*, CTO%, and Conv%

- Fri/Sat Night offer may still have value if it is driving incremental leisure stays

***Note:** Open% showed significant difference despite the same SL used for both offers

BIRTHDAY OFFERS APPEARED TO GENERATE INCREMENTAL BOOKINGS

3+ Nights Stay: Celebrate Your Birthday With a Free Night 🎁



Feb Birthday Offer Test	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
3+ Nights Offer	70.5 K	395	\$131.1 K	44.5%	27.3%	4.6%	5.6
Active	33.8 K	377	\$126.1 K	54.2%	37.9%	5.4%	11.2
Inactive	36.7 K	18	\$4.9 K	35.6%	12.5%	1.1%	0.5
Fri/Sat Night Offer	69.4 K	85	\$20.4 K	29.0%	19.4%	2.2%	1.2
Active	33.3 K	77	\$18.4 K	33.2%	22.9%	3.0%	2.3
Inactive	36.1 K	8	\$2.0 K	25.1%	15.1%	0.6%	0.2

Note: Active segment - stay in last 12 months
Bookings/Revenue impacted by Omniture

Also, Active/Inactive segments were established:

- Drive retention for actives
- Incremental business for inactives

3+ Nights offer generated a higher BPK for both segments

Birthday Offer appeared to generate incremental bookings for inactives as BPKs were similar to METTs, Destinations, and Hotel specials

FEBRUARY TESTING SUMMARY

- ✓ ENEWS TOP OFFER CTA POSITION
- ✓ BIRTHDAY RECOGNITION OFFER TEST
- MRCC POINTS OFFER
- SUBJECT LINE OPTIMIZATION

INCLUDING BONUS POINT IN COPY INCREASED ENGAGEMENT

80K/2 Free Nights (SUPERT)

2 Free Nights (SUPERT3)

Earn 2 Free Night Stays (Category 1-8)

That's 80,000 bonus points, after you spend \$3,000 on purchases in the first 3 months from account opening.*



APPLY NOW

\$85 annual fee*

*Offer Details | †Pricing & Terms

**+1% HIGHER EMAIL CLICKS
+3% SECTION CLICKS**



3,000
After you spend \$3,000 on purchases in the first 3 months from account opening.*

80,000
Bonus Points

APPLY NOW

\$85 annual fee*

*Offer Details | †Pricing & Terms

Earn 2 Free Night Stays (Category 1-8)

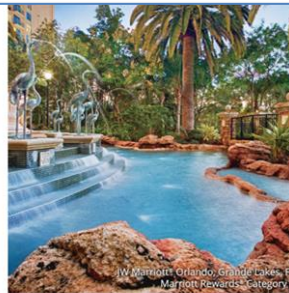
After you spend \$3,000 on purchases in the first 3 months from account opening.*



APPLY NOW

\$85 annual fee*

*Offer Details | †Pricing & Terms



Supporting copy was tested

- SuperT included 80K bonus point copy

SuperT generated more clicks

- Section CTO% by 3%
- Campaign level by 1%

Small addition of promo value helped increased engagement

SUBJECT LINE TESTING

Benefits of using “You”

Freddie's Solo:

- **[FNAME], You Make Us Great (22.7%)***
- It's Time to Cast Your Vote (21.1%)
- You Get to Vote in This Awards Show (20.7%)

Hotel Specials:

- **[FNAME], Your March Travel Deals (9.5%)***
- March Travel Deals: Save 20% on Hotels (8.7%)

Q1 ECM Newsletter:

- **Exclusive Offers Just for Cardholders (40.1%)***
- **Exclusive Offers - Just for You as a MRCC Cardmember (38.1%)**
- Exclusive Offers Just for You (37.8%)

Descriptors of winning subject line:

First name, thankful, member-centric

Note: Since 2012, Freddie's Solo highest Open rates have used “You” or “us” in subject lines

First name, personalized with “You”

Winner after 2 hours; Cardmember more personalized?

“Ultimate winner”; personalized with “You”

**Results are statistically significant*

*** Winner after 2 hours. However, after clicks are collected the winner was: Just for You as a MRCC Cardmember*

SUBJECT LINE TESTING (CONT)

The same subject line resonated with Core & WHPH

Destinations (Core):

- **4 Trips for Every Relationship Stage (4.3%)***
- 4 Trips that Match Your Love Life ? ? (3.5%)
- Your Love Life Could Determine Your Next Trip (3.3%)

Destinations (TSAT):

- **Your Love Life Could Determine Your Next Trip (7.1%)***
- 4 Trips that Match Your Love Life ? ? (6.8%)
- 4 Trips for Every Relationship Stage (6.6%)

Destinations (WHPH):

- **4 Trips for Every Relationship Stage (12.3%)***
- 4 Trips that Match Your Love Life ? ? (11.5%)
- Your Love Life Could Determine Your Next Trip (2.0%)

Descriptors of winning subject line:

All encompassing; Listic; avoids the word "Love".

Curiosity; playful

Avoids the word "Love". All encompassing; Listic

**Results are statistically significant*

VALIDATE YOUR CONTENT DECISIONS & EXTRA EFFORTS

Upfront time to set up:

- Hold out & control groups
- Identification in secondary segment

Will result in :

- Clean, confident results
- Less repetitive testing
- More insight, better performing campaigns

KEY TAKEAWAYS

Explore opportunities to **increase personalization** in communications

- Informing content by **travel activity, point details, & behavior** increases relevancy
- Continue & expand **Upcoming Trip** module in **Destinations**
- Leverage the high visibility of **eNews Top Offers**

Continue to explore positioning of **curated offer** to improve **Hotel Specials**

Sequencing helped improved Onboarding open rates & should be explored for future series

New members may be particularly responsive to **Account Linkage** communications; develop unique messaging for new members and updating Onboarding

Understand leisure/business stay behavior while **Birthday Offer** hold out results are gathered

MRCC test indicated quantifying value of free nights increases value of offer

Subject line testing indicated usage of **'you'** can impact Open%; leverage in subject lines and copy

COMPETITIVE INSIGHTS

WORLD OF HYATT ANNOUNCEMENT



Dear Mitchell,

Welcome to World of Hyatt, where exceptional service comes standard and unforgettable experiences are always at your fingertips.

Your new loyalty program is a celebration of you and your journey. As a Member, you'll receive exclusive benefits and earn rewards as you travel the world.

The program revolves around you and is yours to explore starting March 1.

Here's a highlight of the program and your benefits:

Earn points
Earn points on qualifying nights, dining, spa experiences and more.

Use points with ease
Spend points on free nights (with no blackout dates at Hyatt hotels and resorts), select meals or car rental awards and share points with any World of Hyatt member.

Earn a night on us
Receive a free night once you stay at 5 of our hotel brands, starting March 1, 2017.

Get your Member Discount
Save up to 10% with your Member Discount rate at participating Hyatt hotels and resorts.

Learn more about the program, the Program Terms and your benefits at worldofhyatt.com.

[LEARN MORE](#)

Enjoy your journey.

Jeff Zidell
Jeff Zidell
Senior Vice President
Hyatt Loyalty

Announcement (3/5)
World of Hyatt Is Here
Introduction to program, invites member to explore rewards/benefits

Preview (2/21)
Welcome to World of Hyatt Membership
New program benefits for March 1

- New ways to earn
- New point redemptions
- Free night with 5 stays



Mitchell,

Welcome to your new loyalty program

World of Hyatt starts with understanding your world and the rewards that matter to you. We heard what makes your experiences better and more meaningful – and we tailored World of Hyatt to meet those needs.

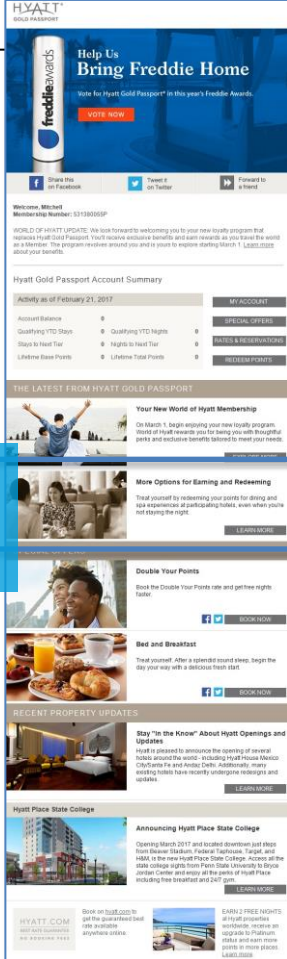
As a Member, it's time to start exploring your new world of thoughtful rewards and meaningful benefits. From free nights and member discounts to exclusive offers and more, the program revolves around you.

We're excited to welcome you and share in your ongoing journey.

[EXPLORE YOUR WORLD](#)

Building Community
A little understanding goes a long way.
[Learn more](#)

Same-day as Announcement supporting Module (3/5)



HYATT® GOLD PASSPORT®

Help Us Bring Freddie Home
Vote for Hyatt Gold Passport® in this year's Freddie Awards.
[VOTE NOW](#)

Share this on Facebook | Tweet it on Twitter | Forward to a friend

Welcome, Mitchell
Member ID Number: 53138055P

WORLD OF HYATT UPDATE: We look forward to welcoming you to your new loyalty program that rewards Hyatt Gold Passport® Members. This program delivers benefits and earn rewards all over the world as a Member. The program revolves around you and is yours to explore starting March 1, 2017. Learn more about your benefits.

Hyatt Gold Passport Account Summary

Active as of February 21, 2017

Account Balance	0	Qualifying TTD Nights	0	SPECIAL OFFERS
Qualifying TTD Stays	0	Nights to Hyatt Total	0	STATUS & RESERVATIONS
Lifetime Base Points	0	Lifetime Total Points	0	REDEEM POINTS

THE LATEST FROM HYATT GOLD PASSPORT

Your New World of Hyatt Membership
On March 1, begin exploring your new loyalty program, World of Hyatt, which rewards you for being you with thoughtful perks and exclusive benefits designed to meet your needs.

More Options for Earning and Redeeming
Treat yourself by redeeming your points for dining and spa experiences at participating hotels, even when you're not staying the night.
[LEARN MORE](#)

Double Your Points
Book the Double Your Points rate and get free nights faster.
[BOOK NOW](#)

Bed and Breakfast
Treat yourself after a splendid sound sleep. Begin the day your way with a delicious fresh start.
[BOOK NOW](#)

RECENT PROPERTY UPDATES

Stay "in the Know" About Hyatt Openings and Updates
Hyatt is pleased to announce the opening of several hotels around the world, including Hyatt Place Mexico City/Quinta Fe and Andaz Cusco. Additionally, many existing hotels have recently undergone redesigns and updates.
[LEARN MORE](#)

Hyatt Place State College

Announcing Hyatt Place State College
Opening March 2017 and located downtown just steps from Beaver Stadium, Federal Hallway, Target, and H&M is the new Hyatt Place State College. Access all the state college sports from Penn State University to State College Soccer and enjoy all the perks of Hyatt Place, including free breakfast and 24/7 gym.
[LEARN MORE](#)

HYATT.COM
Get the most current rates, availability, and more.
[LEARN MORE](#)

Book on Hyatt.com to get the lowest hotel rate available anywhere online.

Enjoy 2 FREE NIGHTS at Hyatt properties worldwide, receive an upgrade to Platinum elite with each more points in more places.
[LEARN MORE](#)

FREDDIE'S AWARDS

2/26 - SPG leveraged the number of nominations to show the breadth of recognition

Subject line: Polls are Open: Vote SPG in the Freddie Awards.

The email layout features a dark purple header with the SPG logo and member information: MITCHELL BLISS, Member Number: *****9554. The main body has a blue background with the text "The best things in life are SPG." and six trophy icons. Below this, a message states: "During a year of change, some things remained the same: SPG® has the best members. You're the reason SPG is up for six Freddie Awards, including Program of the Year." A large "VOTE SPG" button is centered at the bottom. The footer shows a scenic view of a beach with lounge chairs.

2/15 - Hyatt leveraged multiple touchpoints: Solo & "eNews Top Offer"
Solo Subject line: Vote for Hyatt Gold Passport

The top section is the "HYATT GOLD PASSPORT" account summary, welcoming Mitchell and showing activity as of February 21, 2017. It lists account balance, qualifying nights, and lifetime points. Below this is a blue banner for the "Freddie Awards" campaign with the headline "Help Us Bring Freddie Home" and the subject line "Vote for Hyatt Gold Passport* in this year's Freddie Awards." A prominent "VOTE NOW" button is displayed.

2/27 "eNews Top Offer"

The email layout features a blue header with the Hyatt Gold Passport logo and the headline "Help Us Bring Freddie Home". It includes a "VOTE NOW" button and social media sharing options. The main body contains a "Welcome, Mitchell" message and a "Hyatt Gold Passport Account Summary" table. Below this, there are sections for "THE LATEST FROM HYATT GOLD PASSPORT" and "SPECIAL OFFERS", including "Double Your Points" and "Bed and Breakfast". The footer includes "RECENT PROPERTY UPDATES" and "Hyatt Place State College".

SEASONAL ENERGY MOMENTS

President's Day

SPG[®]
Starwood
Preferred
GuestsPLAN YOUR PRESIDENT'S
DAY GETAWAY TODAY

Make the most of the extra vacation day on Monday, February 20 and treat yourself to a quick getaway to one of the South's best destinations.

Enjoy SPG[®] Member exclusive rates in Memphis, Nashville, Durham and Atlanta when you book now.

Not a SPG member? [Join now >](#)

Spring

SNOW IS OUT.
CHERRY BLOSSOMS
ARE IN.

Guaranteed best rates with a side of Cherry Blossoms.

BOOK NOW



Valentine's Day

get started

love getaways?
get a \$50 credit at any Hilton resort

SHERATON

REDISCOVER
ROMANCE AT
SHERATON THIS
VALENTINE'S DAY

Let us take the guesswork out of your Valentine's Day this year. Visit one of our participating Sheratons and treat someone special to:

- Daily breakfast for two
- Chocolates or fruit upon arrival
- Sparkling wine upon arrival
- 4 pm late checkout, if available

Book now or call 866-716-8134 and ask for rate plan SIROMPKG.

SPG[®]
Starwood
Preferred
GuestsTREAT YOUR LOVED ONE
TO A ROMANTIC BREAK IN
BANGKOK, CHIANG RAI,
AND HUA HIN

Treat your loved one to a romantic break in Bangkok, Chiang Rai, and Hua Hin. Enjoy exclusive room packages from:

Plaza Athlone Bangkok, A Royal Meridien Hotel
Sheraton Hua Hin Resort & Spa
Le Meridien Chiang Rai Resort
Le Meridien Bangkok

SPG[®]
Starwood
Preferred
GuestsROMANTIC VALENTINE
GETAWAY

BOOK NOW



Love is in the Air. Engage your special ones in an exciting getaway with memories that would last a lifetime at Sheraton Laguna Hotel, Sheraton Abuja Hotel or Four Points by Sheraton Lagos.

PARTICIPATING PROPERTIES

THE DRISKILL GRILL
BOOK NOW

NOMI KITCHEN
BOOK NOW

BRASSERIE DU LOUVRE
BOOK NOW

XINDALU CHINA KITCHEN
BOOK NOW

GOOD TAKES YOU ON A DATE, GRAND CELEBRATES THE SPIRIT OF VALENTINE.

TWO VALENTINE'S DAY LETS GO GRAND

UNAPPOLOGISTICALLY ITALIAN VALENTINE BRUNCH

A CROQUET LUTTER AT CHINA HOUSE

A FRAIT TO REMEMBER THIS VALENTINE'S

CELEBRATE THE ITALIAN LIFE THIS VALENTINE'S

GOURMET GORGES FOR VALENTINE'S

THE ART VALENTINE PARTY AT THE BAR

USHER IN THE SEASON OF LOVE AT THE MOST ROMANTIC HOLIDAY DESTINATION IN GSA

CELEBRATE THE SEASON OF LOVE

A ROMANTIC BRILLIANCE AT PALMS

INCREDIBLE RED WINE SPA RITUAL FOR TWO

VALENTINE FOOD AT DU LOUIS

TRADITIONS FROM TONTO, TEMPERED WITH TECHNIQUE

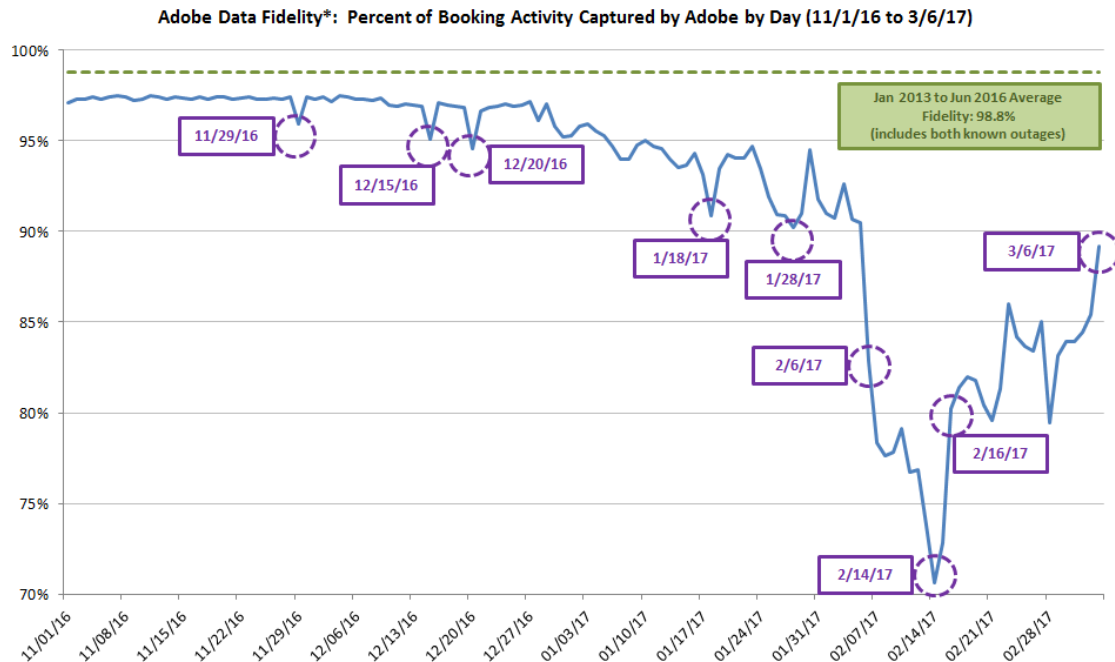
BEACH FRONT BRUNCH AT PALMS

APERTIVO AT DU LOUIS

MORE THIS MONTH

APPENDIX

OMNITURE TRACKING UNDER REPORTED ORDERS & REVENUE IN JAN & FEB



* eComm Prop Reporting Bookings / Accom Orig Bookings -- For Marriott.com only, excludes Global Sites, Kony Mobile Web, the Marriott Mobile Apps, and Ritz-Carlton and Edition Bookings

FEB '17 ENEWS SECTIONS

Placement/Position in Email impacts engagement

1) Hotel Openings generated 111% more clicks than 12 month avg

- Highest position to date
- Koala Landing – Hawaii generated majority of clicks
- New layout

2) Two Bellmen 3 was positioned lower than when Two Bellmen 2 was featured and generated 7K fewer clicks

Unknown impact from content synergy

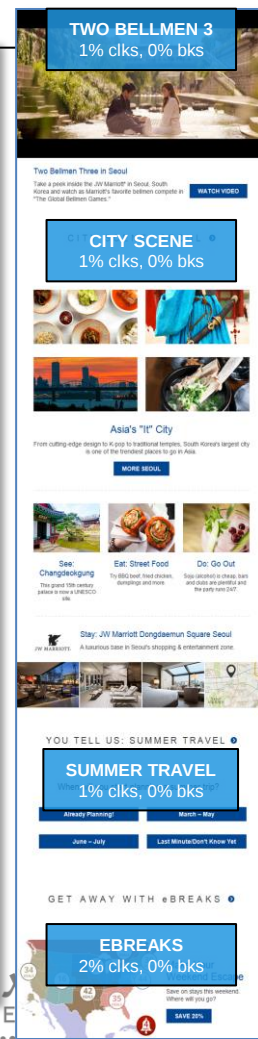
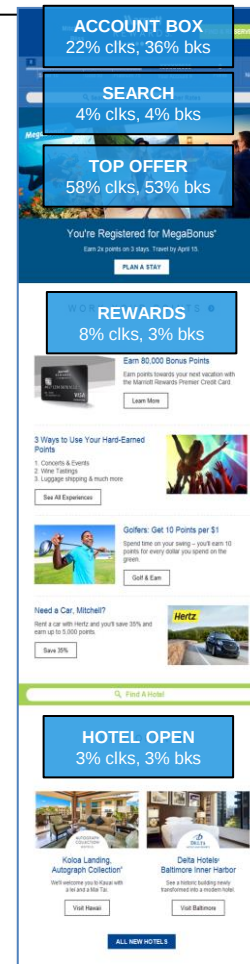
- Two Bellman 3 took place in Seoul and was the featured city in City Scene
- City scene generated the 3rd least clicks since Jan '16, but low engagement with international destinations is common

Reaction Module did not appear to increase click engagement

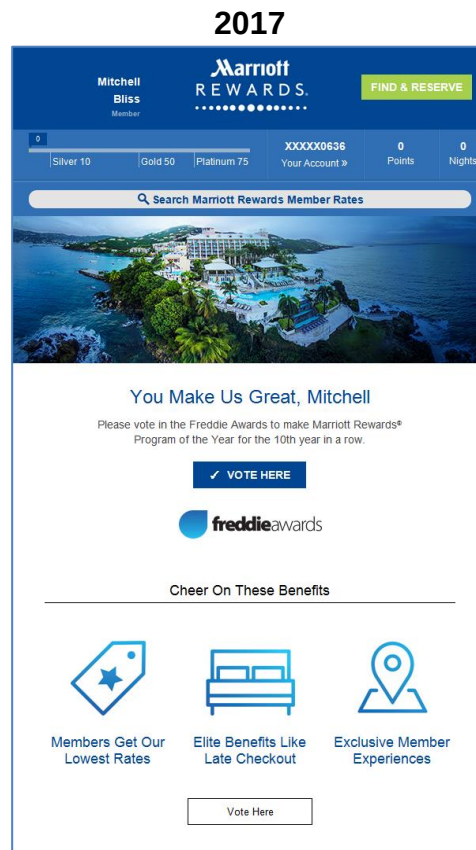
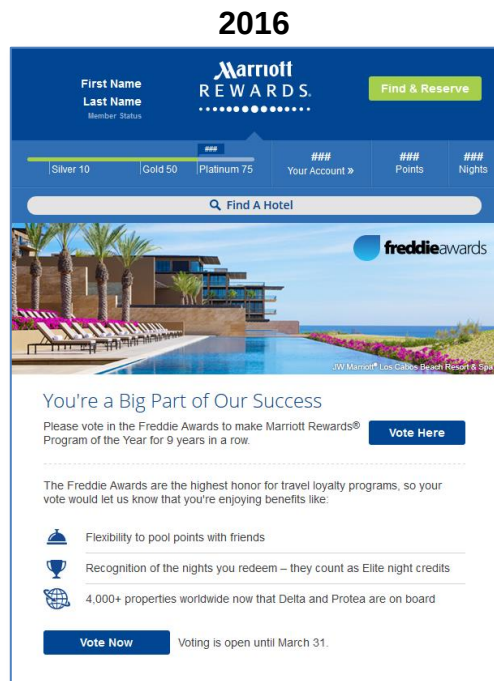
- Generated 21% fewer clicks than City Scene avg, which is typically in that position

eBreaks still generating click engagement

- Click% was higher than the 12 month avg but generated less clicks vs previous months



YOY OPEN% DECREASED 8% & CTO% 11%



A subject line test was conducted:

- **Fname, You Make Us Great (22.7%)**
- **It's Time to Cast Your Vote (21.1%)**
- **You Get to Vote in This Awards Show (20.7%)**

High Open% contained 'you/your' and 'us' in subject lines*

Freddie's Award Solo	Delivered	Open%	CTO%
2017*	12.3 M	23.2%	7.2%
2016*	10.8 M	25.0%	7.9%
2015	3.3 M	23.5%	11.8%
2014*	10.1 M	24.3%	13.4%
2013*	8.6 M	26.5%	10.4%
2012	8.3 M	23.1%	9.2%

Winner after 2 hours

Tags	Attempted	Delivered	Opened	Clickers	Unsubscribed
SL 1: Exclusive Offers Just for Cardholders	93,411	93,312	37,373	3,522	35
SL 2: Exclusive Offers – Just for You as a Marriott Rewards Credit Cardmember	90,665	90,560	34,548	3,177	33
SL 3: Exclusive Offers Just for You	90,665	90,580	34,230	3,095	40

Ultimate winner was another subject line AND the original winner became the worst performer

Message ^	Subject Line	Deployed	Tags	Attempted	Delivered	Opened	Clicked	Unsubscribed
▼ 20170221_MRCC_CARDHOLDER_Q1_NE...	[#if ((L_MRCC_CARDHOLDER_...			915,804	914,755	616,134	46,879	379
	[#if ((L_MRCC_CARDHOLDER_...	Feb 21, 2017 9:00AM	SL#3	93,411	93,312	63,003	4,830	38
	[#if ((L_MRCC_CARDHOLDER_...	Feb 21, 2017 9:00AM	DEPLOYED	641,063	640,303	439,006	33,430	265
	[#if ((L_MRCC_CARDHOLDER_...	Feb 21, 2017 9:00AM	SL#2	90,665	90,560	57,196	4,348	34
	[#if ((L_MRCC_CARDHOLDER_...	Feb 21, 2017 9:00AM	SL#1	90,665	90,580	56,929	4,271	42

FEBRUARY 2017 MR CAMPAIGN REVIEWS

CTO% FELL BY 24% YOY

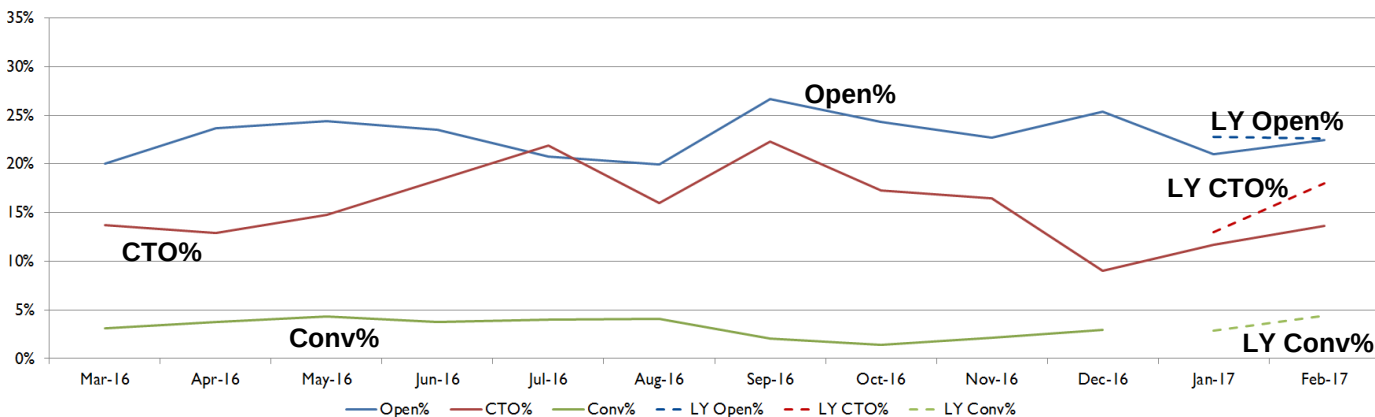
		Program	eNews	Core	PO
Audience	Total	87.0 M	14.3 M	12.8 M	1.5 M
	Delivered	-1.8%	24.3%	20.9%	63.8%
	Unsub Rate	0.18%	0.14%	0.15%	0.08%
		-0.1 pts	-0.1 pts	-0.1 pts	-0.1 pts
Engagement	Delivery Rate	99%	99%	99%	100%
		0.4 pts	-0.1 pts	-0.2 pts	-0.0 pts
	Open Rate	23.0%	22.4%	21.6%	29.1%
		0.2 pts	-0.2 pts	-0.3 pts	-1.9 pts
Engagement	Opens	20.0 M	3.2 M	2.8 M	432.9 K
		-1.0%	23.1%	19.4%	53.6%
	Click Rate	1.9%	3.1%	2.8%	5.7%
		-0.1 pts	-1.0 pts	-0.9 pts	-3.5 pts
Financial	Unique Clicks	1.7 M	436.1 K	351.6 K	84.5 K
		-6.5%	-6.7%	-8.5%	1.7%
	Click to Open Rate	8.3%	13.6%	12.7%	19.5%
		-0.5 pts	-4.4 pts	-3.9 pts	-10.0 pts
Financial	Bookings	36.8 K	10.4 K	7.2 K	3.2 K
		-45.1%	-49.5%	-44.6%	-57.9%
	Revenue	\$12.3 M	\$3.5 M	\$2.4 M	\$2.0 M
		-44.2%	-48.8%	-43.7%	-56.6%
Financial	Conversion Rate	2.2%	2.4%	2.1%	3.8%
		-1.6 pts	-2.0 pts	-1.3 pts	-5.4 pts
	Bookings per Delivered(K)	0.4	0.7	0.6	2.2
		-44.1%	-59.4%	-54.2%	-74.3%

eNews deliveries increased 24.3% YoY while click volume decreased 6.7%

CTO% was 15% below 12-month average

Note: TSAT & WHPH audience size increased significantly due to a Jan rescore

FEB '17 ENEWS EMAIL KPI TRENDS



Open% increased MoM but was 4.0% below 12 month avg

Subject lines were targeted based on MB eligibility:

- *Your Account: Register for Bonus Points*
- *Your Account: MegaBonus Next Steps*
- *Your Account: New Ways to Use Your [XXX,XXX] Points*

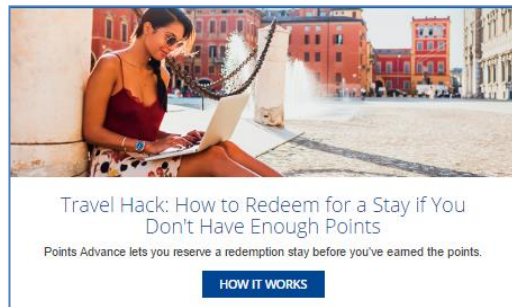
CTO% increased 17% MoM, but was 15% below 12 month average

FEB '17 ENEWS SECTIONS

eNews generated 9.7% less clicks than 12 month average

MegaBonus did not drive click engagement as expected

- While MB-Top Offer received the majority of eNews clicks & more section clicks than Jan (70K), it generated less clicks than previous MB offers (37K drop vs LY)
- Non-MB Top Offer featured Cash+Points tied with SL (dynamically inserted point amount) & may have generated more click engagement than standard non-MB content (MoM clicks of Non-MB offer content increased 113%)



Lack of Account Module negatively impacted click engagement

- Rewards section generated the 2nd lowest click volume and 3rd lowest % of clicks since Jan '16

FEB '17 ENEWS SECTIONS

Placement/Position in Email impacts engagement

Hotel Openings generated 111% more clicks than 12 month average

- Highest position to date
- Koala Landing – Hawaii generated majority of clicks
- New layout

Two Bellmen 3 was positioned lower than when Two Bellmen 2 was featured and generated 7K lower clicks

Unknown impact from content synergy

- Two Bellman 3 took place in Seoul and was the featured city in City Scene
- City scene generated the 3rd least clicks since Jan '16, but low engagement with international destinations is common

Reaction Module did not appear to increase click engagement

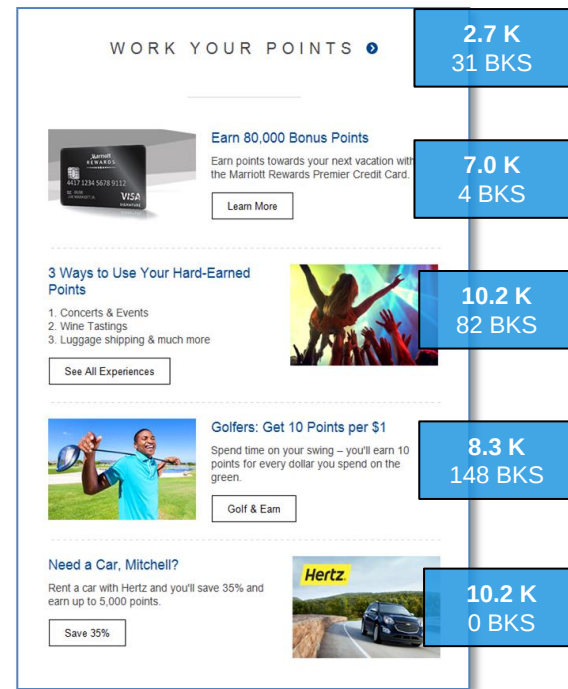
- Generated 21% fewer clicks than City Scene average, which is typically in that position

eBreaks click engagement was higher than the 12 month average with this section, though overall clicks were below the 12 month average

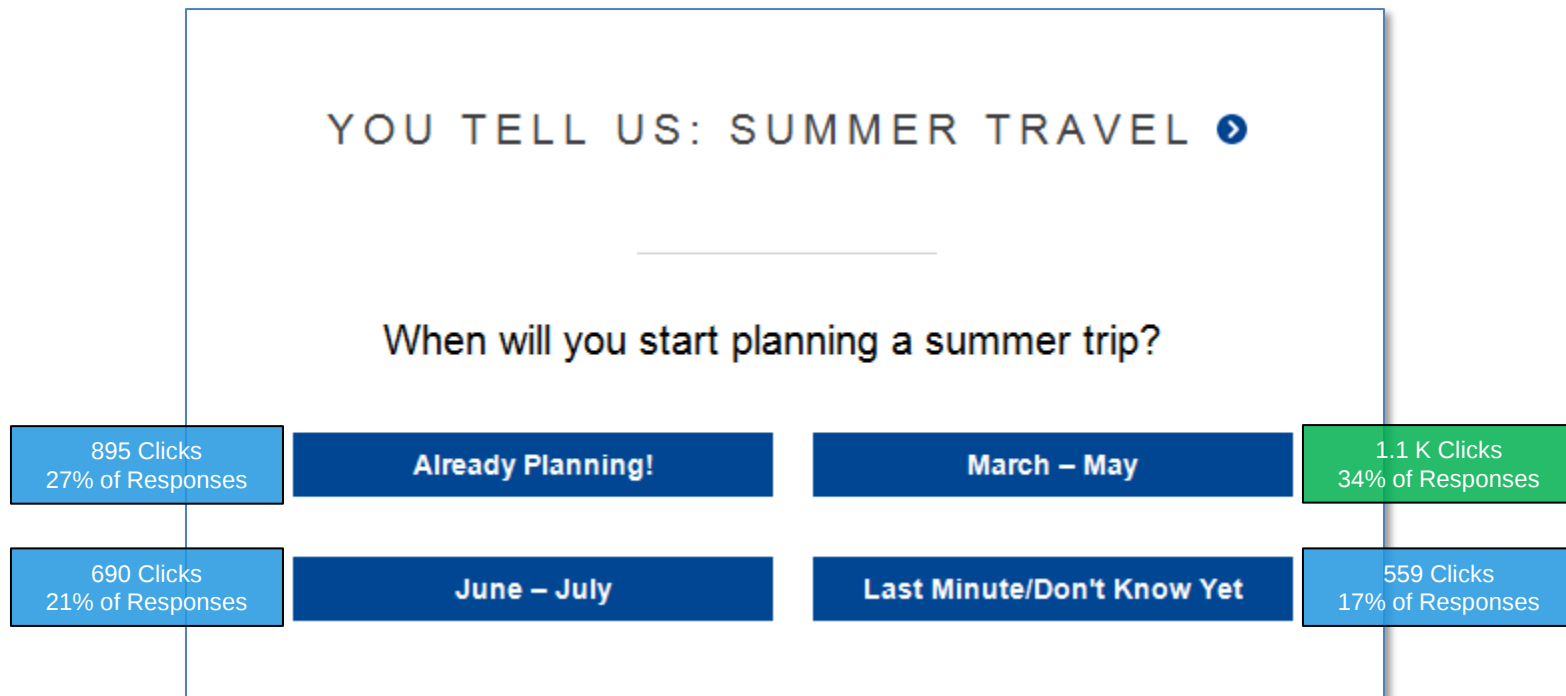
FEB '17 ENEWS REWARDS SECTION ANALYSIS

Targeting Moments appeared to increase click engagement

- 2 Moments were targeted based on member points and generated slightly higher click engagement than a generic message
 - Carnival Cruise (200K+ pts) 0.43% Click%
 - Game of Thrones Concert (55K-199K pts) 0.12% Click%
 - Ways to Use Points (<55K pts) 0.07% Click%
- Hertz offer leveraged dynamic name insertion & generated 6X more clicks than the average Hertz offer



MAJORITY OF SUMMER PLANS START BEFORE MAY



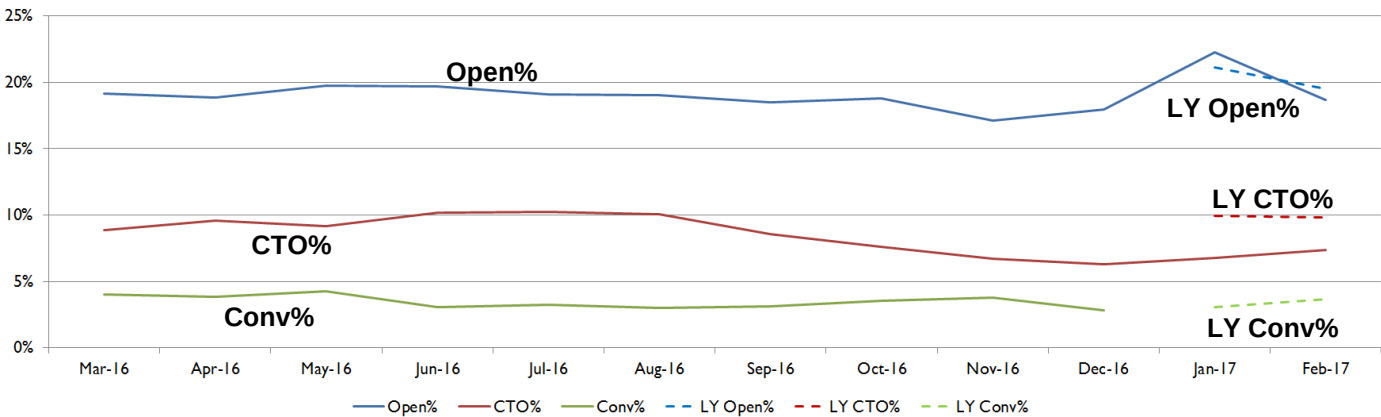
CTO% FELL 25% YOY

		Hotel			
		Program	Specials	Core	PO
Audience	Total	87.0 M	10.3 M	8.9 M	1.4 M
	Delivered	-1.8%	2.9%	-0.3%	30.4%
	Unsub Rate	0.18% -0.1 pts	0.18% 0.0 pts	0.18% 0.0 pts	0.14% 0.1 pts
Engagement	Delivery Rate	99% 0.4 pts	100% 2.9 pts	99% 2.8 pts	100% 3.6 pts
	Open Rate	23.0% 0.2 pts	18.7% -0.8 pts	18.0% -0.9 pts	23.0% -1.3 pts
	Opens	20.0 M -1.0%	1.9 M -1.5%	1.6 M -5.3%	318.1 K 23.4%
	Click Rate	1.9% -0.1 pts	1.4% -0.5 pts	1.3% -0.5 pts	2.1% -0.7 pts
	Unique Clicks	1.7 M -6.5%	141.9 K -26.2%	113.4 K -30.2%	28.4 K -3.8%
Financial	Click to Open Rate	8.3% -0.5 pts	7.3% -2.5 pts	7.0% -2.5 pts	8.9% -2.5 pts
	Bookings	36.8 K -45.1%	3.7 K -47.3%	2.6 K -49.2%	1.1 K -42.1%
	Revenue	\$12.3 M -44.2%	\$1.3 M -43.8%	\$872.5 K -44.7%	\$394.7 K -41.6%
	Conversion Rate	2.2% -1.6 pts	2.6% -1.0 pts	2.3% -0.9 pts	3.8% -2.5 pts
	Bookings per Delivered(K)	0.4 -44.1%	0.4 -48.8%	0.3 -49.0%	0.8 -55.6%

Hotel Specials deliveries increased 2.9% YoY while click volume decreased 26.2%

While CTO% was a 4 month high, it was 18% below a 12-month average

FEB '17 HOTEL SPECIALS EMAIL
KPI TRENDS



Open% was 2.4% below 12 month avg; a subject line test was conducted:

- **Your March Travel Deals (9.5%)**
- *March Travel Deals: Save 20% on Hotels (8.7%)*

CTO% was 18% below 12 month avg

FEBRUARY '17 HOTEL SPECIALS CORE LINK ANALYSIS

Overall mailing generated 19.7% fewer clicks than 12 month average; click volume decreased to all sections except eBreaks

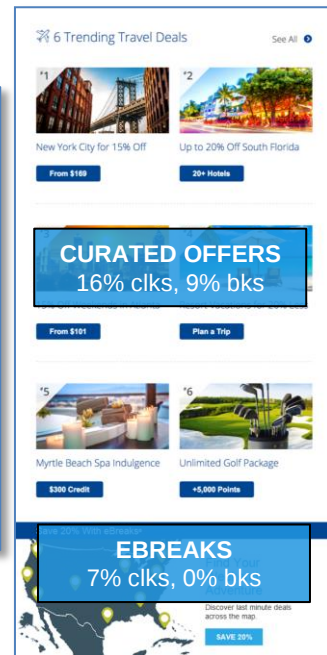
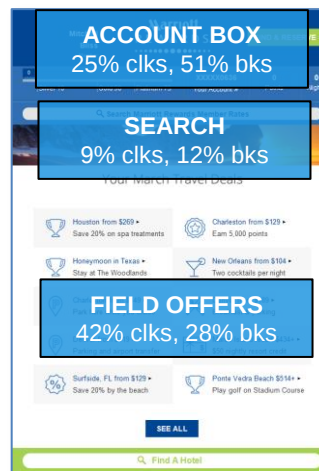
Field Offers generated 21% fewer clicks than 12 month average

- This was the largest decrease of any section compared to its average

The impact of the new curated offer layout is uncertain; compared to other Hotel Specials, this section generated:

- 23.2% higher % of clicks
- 12.1% fewer clicks

eBreaks featured new creative; generating 20.7% more clicks than the 12 month average



FEB '17 HOTEL SPECIALS LINK ANALYSIS

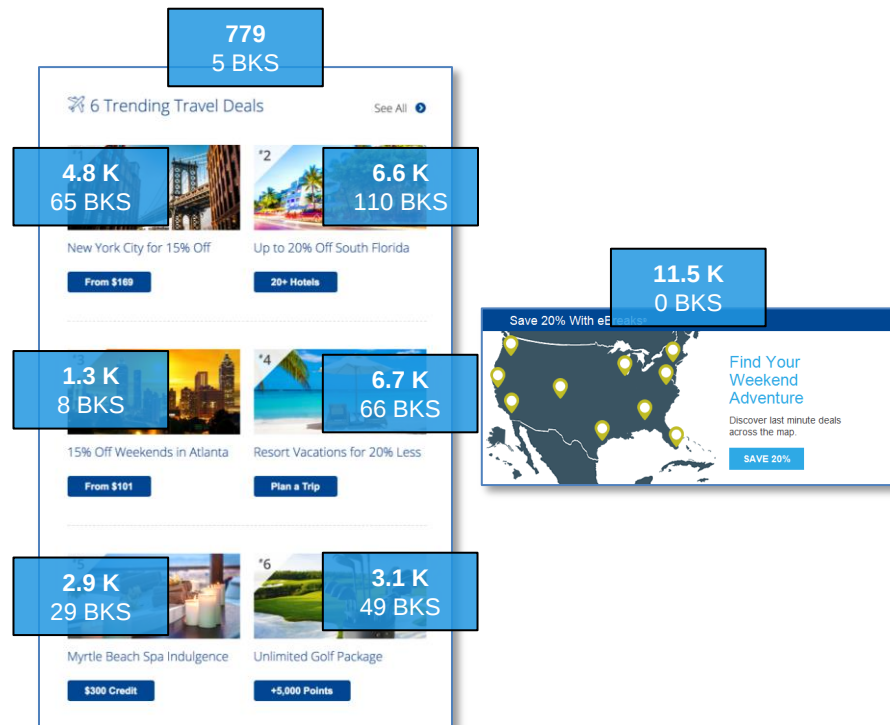
Observations

Most clicked content:

- eBreaks 11.5K
- Resort Vacations 6.7K
- South Florida 6.6K
- NYC 4.8K
- Golf Package 3.1K
- Myrtle Beach 2.9K

Resort Vacations generated 0.9% more clicks than South Florida; WHPH & TSAT were more interested in South Florida offer, generating 12.1% & 23.0% more clicks than Resort Vacations respectively

'20% Off' offers generated the most clicks



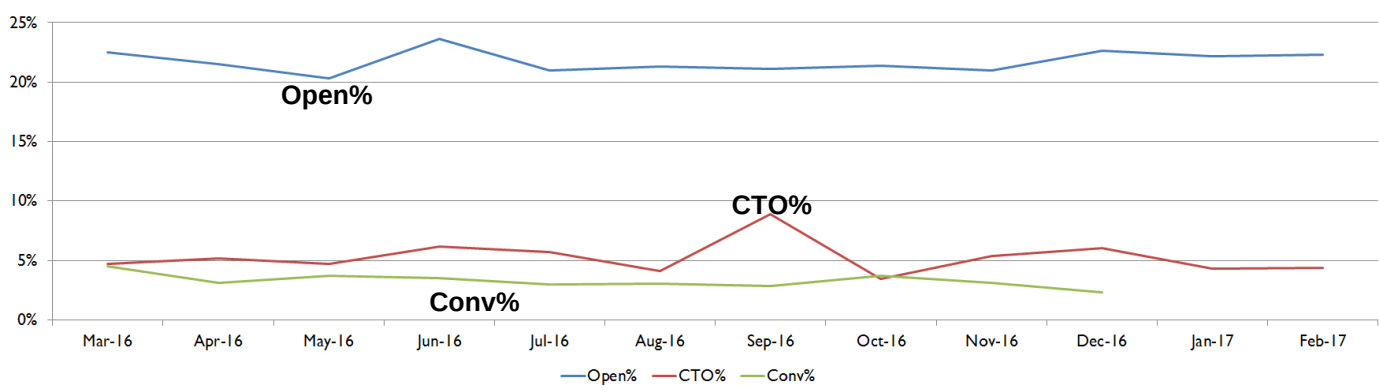
DESTINATIONS OPEN RATE WAS THE 2ND HIGHEST IN 8 MONTHS

		Program	Dest.	Core	PO
Audience	Total	87.0 M	12.4 M	10.7 M	1.6 M
	Delivered	-1.8%	-1.6%	-1.9%	0.3%
	Unsub Rate	0.18% -0.1 pts	0.14% -0.0 pts	0.14% -0.0 pts	0.13% -0.0 pts
Engagement	Delivery Rate	99% 0.4 pts	99% 0.1 pts	99% 0.1 pts	100% -0.0 pts
	Open Rate	23.0% 0.2 pts	22.3% 0.2 pts	21.9% 0.1 pts	25.2% 0.2 pts
	Opens	20.0 M -1.0%	2.8 M -1.0%	2.3 M -1.3%	413.1 K 1.3%
Financial	Click Rate	1.9% -0.1 pts	1.0% -0.0 pts	0.9% -0.0 pts	1.3% -0.0 pts
	Unique Clicks	1.7 M -6.5%	121.2 K 0.4%	100.2 K -1.8%	21.0 K 12.0%
	Click to Open Rate	8.3% -0.5 pts	4.4% 0.1 pts	4.3% -0.0 pts	5.1% 0.5 pts
	Bookings	36.8 K -45.1%	2.8 K -17.6%	1.9 K -26.2%	930 8.4%
Financial	Revenue	\$12.3 M -44.2%	\$1.0 M -13.6%	\$676.8 K -24.5%	\$370.9 K 17.6%
	Conversion Rate	2.2% -1.6 pts	2.3% -0.5 pts	1.9% -0.6 pts	4.4% -0.1 pts
	Bookings per Delivered(K)	0.4 -44.1%	0.2 -16.2%	0.2 -24.7%	0.6 8.0%

Destinations featured a V Day-themed destination recommendation, based on relationship status

Open% was 3.0% above average

FEB '17 DESTINATIONS EMAIL KPI TRENDS



Open% was 3.0% above average; a subject line test was conducted:

- 4 Trips for Every Relationship Stage (4.3%)*
- 4 Trips that Match Your Love Life ?? (3.5%)
- Your Love Life Could Determine Your Next Trip (3.3%)

CTO% was 18% below 7 month average

DESTINATIONS FEATURED RECOMMENDATIONS BASED ON RELATIONSHIP STATUS

Overall click volume was down 6.8% MoM and 15.0% below 7 month average

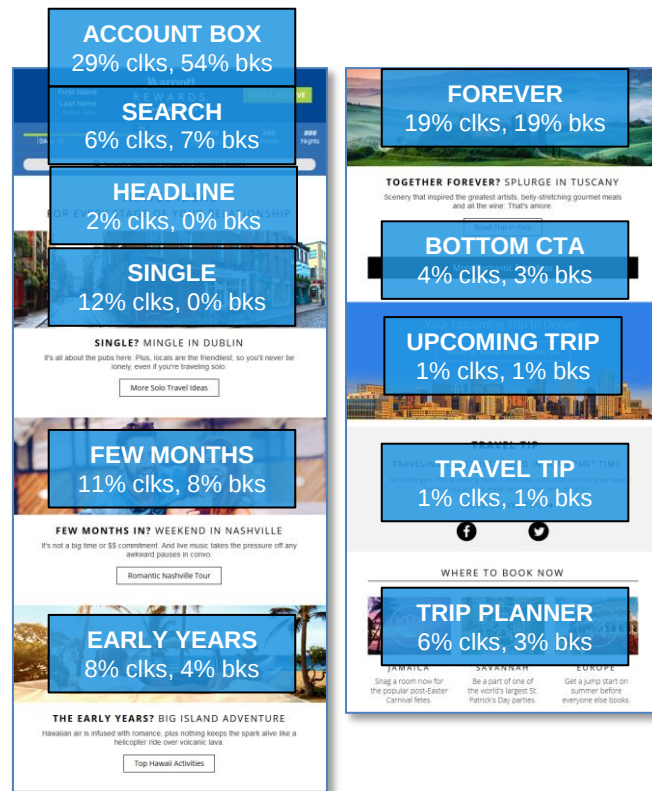
- February did not feature a Top Offer or image
- These links typically generate ~9K clicks

Destinations audience appeared to read through entire Email

- “Forever” generated the most clicks out of the four main recommendations
- Trip Planner generated high click engagement, despite being the bottom content

Trip Planner section generated the 2nd highest section clicks since Jul '16

- Savannah 43% of section clicks
- Europe 30% of section clicks
- Jamaica 27% of section clicks



YOY CLICKS WERE FLAT DESPITE A 10% DECREASE IN EMAIL VOLUME

		Program	Solos
Audience	Total	87.0 M	23.9 M
	Delivered	-1.8%	-9.8%
	Unsub Rate	0.18%	0.15%
		-0.1 pts	-0.2 pts
Engagement	Delivery Rate	99%	99%
		0.4 pts	0.5 pts
	Open Rate	23.0%	23.9%
		0.2 pts	-0.6 pts
Financial	Opens	20.0 M	5.7 M
		-1.0%	-12.1%
	Click Rate	1.9%	2.2%
		-0.1 pts	0.2 pts
	Unique Clicks	1.7 M	514.3 K
		-6.5%	0.1%
Financial	Click to Open Rate	8.3%	9.0%
		-0.5 pts	1.1 pts
	Bookings	36.8 K	10.9 K
		-45.1%	-43.3%
	Revenue	\$12.3 M	\$3.7 M
Financial		-44.2%	-40.6%
	Conversion Rate	2.2%	2.1%
		-1.6 pts	-1.6 pts
Financial	Bookings per Delivered(K)	0.4	0.5
		-44.1%	-37.1%

Solo deliveries decreased 9.8% YoY while clicks were nearly flat

Open% decreased 2.5% YoY

- YoY decrease of Freddie's solo Open%
- MB Registration Reminder generated lower Open% than Feb '16/'17 Solo category

YoY CTO% increased by 14%

SPRING '17 MEGABONUS REGISTRATION REMINDER

Promotional Registration Reminder Solos	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Spring '16	3.0 M	3.8 K	\$1.1 M	55.8%	7.6%	3.0%	1.3
Summer Promo '16	8.5 M	3.7 K	\$1.2 M	21.9%	8.6%	2.3%	0.4
Spring '17	8.0 M	3.4 K	\$1.1 M	22.2%	11.2%	1.7%	0.4
Base Offer	7.3 M	1.7 K	\$563.6 K	21.3%	8.2%	1.3%	0.2
Base Offer + Stay(s)	278.4 K	371	\$100.9 K	31.0%	31.4%	1.4%	1.3
30K Offer	369.1 K	1.0 K	\$379.1 K	32.1%	31.5%	2.7%	2.8
45K Offer	52.1 K	302	\$102.2 K	34.0%	39.5%	4.3%	5.8

Base Offer



**THERE'S STILL TIME FOR
2X POINTS
ON YOUR FIRST 3 STAYS.**

Sign up today to earn double points on your first 3 stays* between January 16 and April 15.

[REGISTER](#)

More points means more moments.

Base Offer: Eligible Stays



**YOUR LAST STAY IS
ELIGIBLE FOR 2X POINTS.**

Register for MegaBonus to earn double points on your first 3 stays* between January 16 and April 15.

[REGISTER](#)

More points means more moments.

30K (& 45K) Offer



**EARN OVER
30,000 BONUS POINTS.**

Don't miss your MegaBonus* offer, which includes:

- 2x points on your first 3 stays*
- Then 15,000 bonus points on your next 10 nights
- Then 1,500 bonus points every night after that (up to 15,000)

[REGISTER](#)

Observations:

Spring '17 Reminder generated a higher CTO% than Spring & Summer '16

While Higher Offer segments responded better to the announcement and reminders, the decrease in Open% and CTO% to the reminders were significantly larger

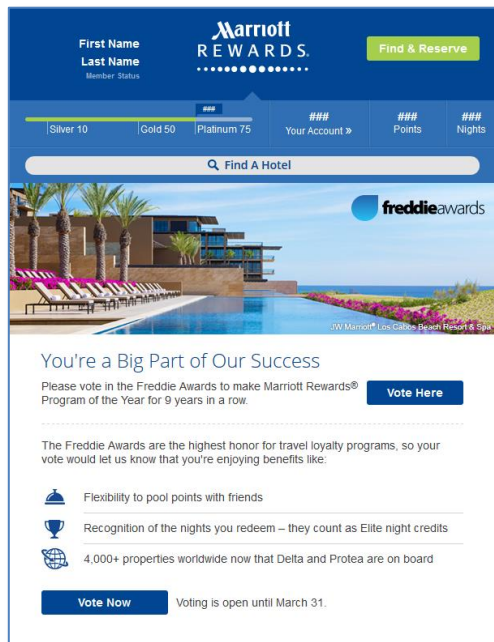
- Base Offer = -10% / -12%
- 30K Offer = -28% / -32.6%
- 45K Offer = -35.0% / -32.6%

Base Offer Members that had a stay eligible for MB bonus had similar were targeted with a message and generated Open% & CTO% similar to higher value segments

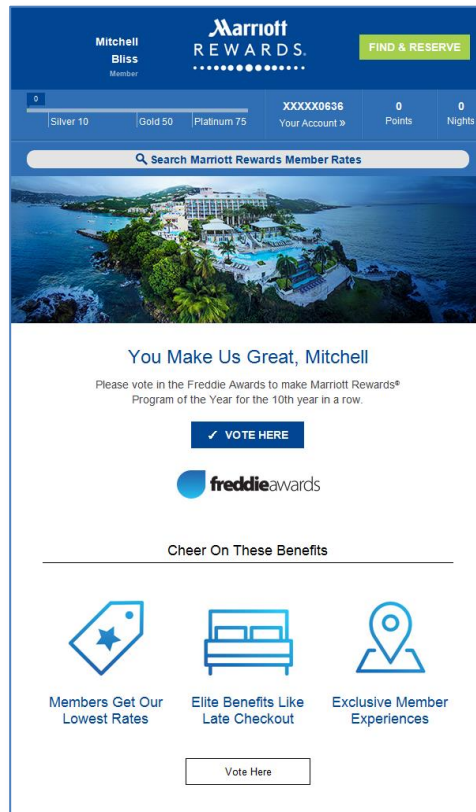
**Establishing a control group
would help determine the lift
from this targeting**

YOY OPEN% DECREASED 8% & CTO% 11%

2016



2017



A subject line test was conducted:

- **You Make Us Great (22.7%)**
- **It's Time to Cast Your Vote (21.1%)**
- **You Get to Vote in This Awards Show (20.7%)**

High Open% contained 'you/your' and 'us' in subject lines*

Freddie's Award Solo	Delivered	Open%	CTO%
2017*	12.3 M	23.2%	7.2%
2016*	10.8 M	25.0%	7.9%
2015	3.3 M	23.5%	11.8%
2014*	10.1 M	24.3%	13.4%
2013*	8.6 M	26.5%	10.4%
2012	8.3 M	23.1%	9.2%

SPRING '17 MEGABONUS TO-DATE

MegaBonus First 2 Months	Delivered	Bookings	Revenue	Clicks	Bk/ Del (K)
Spring '16	37.5 M	38.5 K	\$12.6 M	855.0 K	1.0
Fall '16	39.2 M	14.9 K	\$4.6 M	1.0 M	0.4
Spring '17	46.1 M	30.6 K	\$10.4 M	1.0 M	0.7

MegaBonus First 2 Months	Delivered	Bookings	Revenue	Clicks	Bk/ Del (K)
Preview	7870.1 K	12.1 K	\$4.3 M	187.5 K	1.5
Announcement	7.8 M	10.6 K	\$3.1 M	345.1 K	1.4
Registration Confirmation	296.2 K	2.2 K	\$686.1 K	14.4 K	7.3
Achievement	29.5 K	1.1 K	\$315.8 K	16.4 K	36.4
eNews Feb '16	10.6 M	6.1 K	\$1.9 M	218.7 K	0.6
Hotel Specials Feb '16	9.0 M	76	\$28.0 K	3.6 K	0.0
PO-Benefits Feb '16	907.2 K	6.5 K	\$2.3 M	68.6 K	7.1
PO-Offers Feb '16	1.1 M	0	\$0	676	0.0
Spring '16	37.5 M	38.5 K	\$12.6 M	855.0 K	1.0
Preview	7.7 M	5.2 K	\$1.6 M	139.1 K	0.7
Announcement	7.9 M	4.5 K	\$1.3 M	318.9 K	0.6
Registration Confirmation	574.6 K	3.3 K	\$1.1 M	31.3 K	5.8
eNews Sep '16	11.5 M	1.4 K	\$462.6 K	419.6 K	0.1
Hotel Specials Sep '16	9.3 M	21	\$4.7 K	10.2 K	0.0
PO-Benefits Sep '16	1.2 M	418	\$139.0 K	107.3 K	0.3
PO-Offers Sep '16	1.1 M	12	\$1.9 K	3.1 K	0.0
Fall '16	39.2 M	14.9 K	\$4.6 M	1.0 M	0.4
Announcement	8.5 M	14.3 K	\$4.9 M	347.6 K	1.7
Registration Confirmation	777.8 K	3.0 K	\$1.0 M	36.4 K	3.8
Achievement	162.9 K	1.4 K	\$479.6 K	9.2 K	8.4
Registration Reminder	8.0 M	3.4 K	\$1.1 M	198.5 K	0.4
eNews Jan '17	13.7 M	3.4 K	\$1.1 M	179.7 K	0.2
eNews Feb '17	15.0 M	5.2 K	\$1.8 M	250.0 K	0.3
Spring '17	46.1 M	30.6 K	\$10.4 M	1.0 M	0.7

INCLUDING BONUS PT IN COPY INCREASED ENGAGEMENT

80K/2 Free Nights (SUPERT)



2 Free Nights (SUPERT3)

Earn 2 Free Night Stays (Category 1-8)

That's 80,000 bonus points, after you spend \$3,000 on purchases in the first 3 months from account opening.*



APPLY NOW

\$85 annual fee*

*Offer Details | †Pricing & Terms



Earn 2 Free Night Stays (Category 1-8)

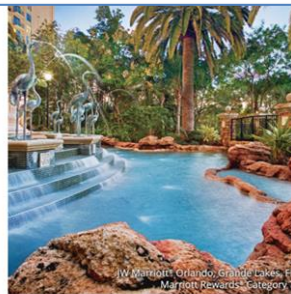
After you spend \$3,000 on purchases in the first 3 months from account opening.*



APPLY NOW

\$85 annual fee*

*Offer Details | †Pricing & Terms



+1% HIGHER EMAIL CLICKS
+3% SECTION CLICKS

Supporting copy was tested

- SuperT included 80K bonus pt copy

SuperT generated more clicks

- Section CTO% by 3%
- Campaign level by 1%

Small addition of promo value helped increased engagement



February MRCC	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/Del (K)
SUPERT	528.3 K	163	\$61.1 K	26.9%	3.2%	3.6%	0.3
SUPERT	527.6 K	160	\$45.9 K	31.7%	2.9%	3.3%	0.3
SUPERT3	527.8 K	175	\$47.2 K	31.1%	3.0%	3.6%	0.3

DELIVERY INCREASED YOY BY 7.6% AND CLICKS DECREASED SLIGHTLY

		Program	Lifecycle
Audience	Total Delivered	87.0 M -1.8%	4.6 M 7.6%
	Unsub Rate	0.18% -0.1 pts	0.28% -0.2 pts
	Delivery Rate	99% 0.4 pts	96% -0.3 pts
Engagement	Open Rate	23.0% 0.2 pts	32.6% -1.5 pts
	Opens	20.0 M -1.0%	1.5 M 2.8%
	Click Rate	1.9% -0.1 pts	6.0% -0.5 pts
	Unique Clicks	1.7 M -6.5%	275.4 K -0.1%
	Click to Open Rate	8.3% -0.5 pts	18.3% -0.5 pts
Financial	Bookings	36.8 K -45.1%	4.2 K -36.3%
	Revenue	\$12.3 M -44.2%	\$1.4 M -39.9%
	Conversion Rate	2.2% -1.6 pts	1.5% -0.9 pts
	Bookings per Delivered(K)	0.4 -44.1%	0.9 -40.8%

CTO% was 1.2% above 12 month average; highest since Aug '16

- Welcome series generated the highest CTO% since Sep '16

ONBOARDING WAS UPDATED AND OPEN RATES IMPROVED

	2016 Subject Line	New Subject Line (Feb '17)	Open% Lift vs 2016 Avg.
Series 1	How to Use Your Rewards Account	Monday Tip 1 of 4: Manage Your Account	2.2%
Series 2	How to Earn Points: No Travel Required	Monday Tip 2 of 4: Your Points Guide	6.3%
Series 3	Let's Plan Your Next Trip	Monday Tip 3 of 4: Indulge Within Reach	14.5%
Series 4	You Have 50 M New Friends	Monday Tip 4 of 4: Connect With Us	12.5%

Subject line changes:

- Day of Week
- "Tip" themed
- Sequenced
- Copy updated

Onboarding was updated late Jan

- Deployed Monday
- Subject line overhaul

Results:

- 2nd highest Open% since launch
- Later emails in series experienced higher increase in Open%

Sequencing & improved copy likely impacted Open rates

Noteworthy:

- Onboarding was partially paused in Feb
- Jan also experienced higher than avg Open%
- CTO% was lower than 2016 avg, suggesting an opportunity to improve content

WELCOME SERIES SUBJECT LINE UPDATES NEGATIVELY IMPACTED OPEN RATES

	Previous Subject Line	New Subject Line (Feb '17)	Open% Lift vs 2016 Avg.
Welcome	Welcome to Marriott Rewards	Welcome to Marriott Rewards [FNAME]!	-4.9%
EES1	Personalize Your Experience: Tip 1 of 3	Tip 1 of 3: Personalize Your Account	-11.5%
EES2	Earn and Redeem Points: Tip 2 of 3	Tip 2 of 3: Get More From Your Points	-12.1%
EES3	Get Our best Available Rate: Tip 3 of 3	Tip 3 of 3: Get the Lowest Price	-9.8%

Subject line changes

- Moved up sequencing
- Updated Subject lines

Welcome subject line & some content was updated on 2/7

Lowest Open% since Jan '16 for the campaign & individual Emails

Sequencing may have less value

- Unlike Onboarding, marketing Emails are suppressed until Welcome series are complete
- Only value may be to put context among clutter

Recommend test removing sequencing

MEMBER POINTS WELCOME SERIES

Lifecycle: Points Welcome	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
2016 Avg.	9.0 K	30	\$9.1 K	49.1%	23.2%	2.9%	3.3
Feb '17	8.3 K	25	\$5.5 K	46.7%	21.2%	3.0%	3.0
△	-8.2%	-16.4%	-39.6%	-4.9%	-8.6%	4.8%	-8.9%
Lifecycle: Points EESI	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
2016 Avg.	309.6 K	271	\$95.1 K	35.4%	17.8%	1.4%	0.9
Feb '17	347.2 K	206	\$76.9 K	31.3%	19.4%	1.0%	0.6
△	12.1%	-23.9%	-19.1%	-11.5%	9.1%	-29.7%	-32.1%
Lifecycle: Points EES2	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
2016 Avg.	309.1 K	179	\$63.3 K	30.3%	14.2%	1.3%	0.6
Feb '17	347.0 K	97	\$27.1 K	26.6%	12.3%	0.9%	0.3
△	12.3%	-45.8%	-57.1%	-12.1%	-13.9%	-36.2%	-51.7%
Lifecycle: Points EES3	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
2016 Avg.	310.1 K	253	\$92.3 K	27.1%	11.7%	2.6%	0.8
Feb '17	343.2 K	147	\$47.7 K	24.4%	12.3%	1.4%	0.4
△	10.7%	-42.0%	-48.4%	-9.8%	5.7%	-45.0%	-47.6%

Overall:

- 2/7 Content & subject lines updates
- Lowest Open% since Jan '16
- CTO% 0.8% above 2016 avg and highest since Aug '16

All mailings in the series generated the lowest Open% since Jan '16

- Points Welcome subject line was personalized and had lowest Open% drop compared to 2016 averages
- EES1-3 subject lines began with "Tip X of 3..."

Points Welcome generated the 3rd lowest CTO% since Jan '16

EES1 generated the highest CTO% since Jan '16

- Updated version featured SPG 'link account' and 'point transfer' milestones

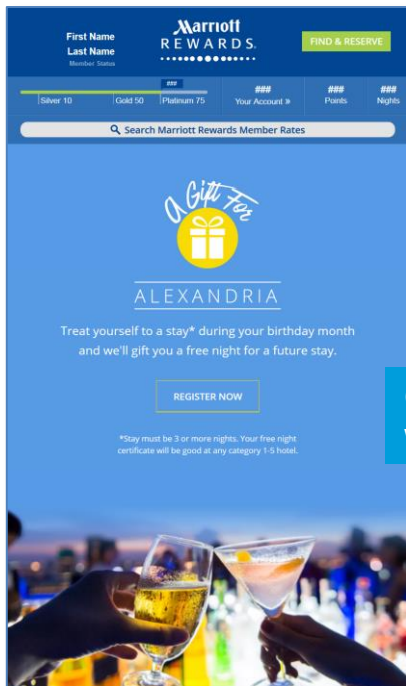
EES2 generated the lowest CTO% since Jan '16

- Updated version swapped order of earn and redeem content from previous version

EES3 generated the highest CTO% since Jan '16

BIRTHDAY OFFER LAUNCHED TO GENERATE INCREMENTAL BOOKINGS

3+ Nights Stay: Celebrate Your Birthday With a Free Night 🎁



Only differences between offers were offer details in copy

Feb Birthday Offer Test	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
3+ Nights Offer	70.5 K	395	\$131.1 K	44.5%	27.3%	4.6%	5.6
Fri/Sat Night Offer	69.4 K	85	\$20.4 K	29.0%	19.4%	2.2%	1.2

Birthday Offer

- Sent a month prior to member birthday
- 2 offers tested (+hold out); free night w/
 - 3+ nights stay
 - 2+ nights with Fri/Sat stay

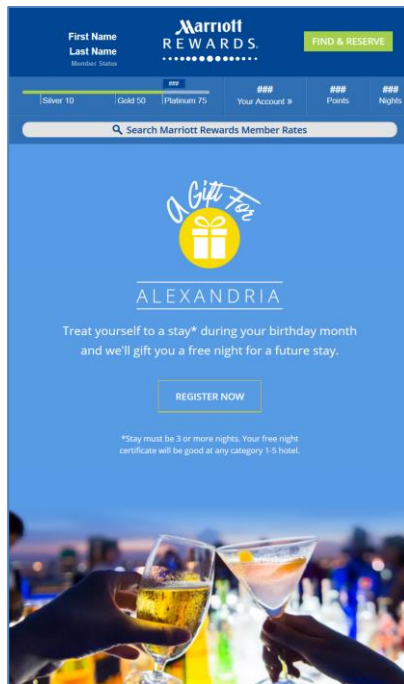
3+ Nights offer generated higher Open%*, CTO%, and Conv%

- Fri/Sat Night offer may still have value if it is driving incremental leisure stays

*Note: Open% showed significant difference despite the same SL used for both offers

ACTIVE/INACTIVE SEGMENTS FAVORED THE 3+ NIGHTS OFFER

3+ Nights Stay: Celebrate Your Birthday With a Free Night 🎁



Feb Birthday Offer Test	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
3+ Nights Offer	70.5 K	395	\$131.1 K	44.5%	27.3%	4.6%	5.6
Active	33.8 K	377	\$126.1 K	54.2%	37.9%	5.4%	11.2
Inactive	36.7 K	18	\$4.9 K	35.6%	12.5%	1.1%	0.5
Fri/Sat Night Offer	69.4 K	85	\$20.4 K	29.0%	19.4%	2.2%	1.2
Active	33.3 K	77	\$18.4 K	33.2%	22.9%	3.0%	2.3
Inactive	36.1 K	8	\$2.0 K	25.1%	15.1%	0.6%	0.2

Note: Active segment - stay in last 12 months
Bookings/Revenue impacted by Omniture

Also, Active/Inactive segments were established:

- Drive retention for actives
- Incremental business for inactives

3+ nights offer generated a higher BPK for both segments

Birthday Offer appeared to generate incremental bookings for inactives as BPKs were similar to METTs, Destinations, and Hotel specials



THANK YOU!



FEBRUARY ENEWS BY SECTION

Core % of Clicks			
Row Labels	Feb '17	12 Mo. Avg	Feb Diff
Account Box	21.51%	21.5%	0.1%
Top Offer	58.20%	40.5%	43.5%
Search	3.90%	5.1%	-23.4%
Rewards	8.44%	17.6%	-52.1%
Hotel Openings	2.86%	1.3%	119.0%
City Scene	0.74%	1.1%	-32.8%
Editorial	0.64%	0.6%	11.7%
eBreaks	2.34%	2.2%	6.2%
Footer	0.63%	1.0%	-35.5%

TSAT % of Clicks			
Row Labels	Feb '17	12 Mo. Avg	Feb Diff
Account Box	19.03%	20.8%	-8.5%
Top Offer	55.76%	40.2%	38.7%
Search	4.72%	5.9%	-20.4%
Rewards	9.89%	14.4%	-31.3%
Hotel Openings	4.02%	2.5%	59.2%
City Scene	0.52%	1.2%	-56.8%
Editorial	0.66%	1.8%	-64.3%
eBreaks	3.69%	2.6%	39.6%
Footer	0.47%	1.1%	-57.5%

WHPH % of Clicks			
Row Labels	Feb '17	12 Mo. Avg	Feb Diff
Account Box	12.75%	14.6%	-13.0%
Top Offer	69.14%	50.7%	36.4%
Search	1.77%	2.9%	-38.6%
Rewards	7.69%	18.7%	-58.9%
Hotel Openings	4.23%	1.6%	171.3%
City Scene	0.42%	0.2%	91.7%
Editorial	0.38%	2.4%	-84.3%
eBreaks	2.68%	1.5%	84.3%
Footer	0.21%	0.7%	-72.2%

FEBRUARY HOTEL SPECIALS BY SECTION

Core % of Clicks			
Row Labels	Feb '17	12 Mo. Avg	Feb Diff
Account Box	25.49%	23.2%	9.9%
Search	9.19%	9.7%	-5.6%
Field Offers	42.23%	42.9%	-1.5%
Getaways	15.52%	8.0%	93.7%
eBreaks	6.80%	5.8%	17.2%
Footer	0.78%	3.1%	-74.5%

TSAT % of Clicks			
Row Labels	Feb '17	12 Mo. Avg	Feb Diff
Account Box	18.82%	18.2%	3.7%
Search	9.09%	9.9%	-7.9%
Field Offers	47.31%	48.4%	-2.2%
Getaways	16.53%	7.9%	109.4%
eBreaks	7.73%	6.5%	19.3%
Footer	0.52%	2.2%	-76.7%

WHPH % of Clicks			
Row Labels	Feb '17	12 Mo. Avg	Feb Diff
Account Box	19.77%	18.0%	10.0%
Search	5.35%	6.1%	-11.9%
Field Offers	46.72%	48.8%	-4.3%
Getaways	19.62%	10.5%	86.2%
eBreaks	8.21%	2.6%	214.4%
Footer	0.33%	1.1%	-71.1%

FEBRUARY DESTINATIONS BY SECTION

Core % of Clicks			
Row Labels	Feb '17	7 Mo. Avg	Feb Diff
Account Box	29.2%	28.9%	1.2%
Top Offer	54.8%	38.8%	41.3%
Search	5.9%	5.9%	-1.4%
Middle Offer	1.2%	12.2%	-90.2%
Bottom Offer	6.2%	3.6%	70.4%
Footer	2.0%	2.1%	-2.7%

TSAT % of Clicks			
Row Labels	Feb '17	7 Mo. Avg	Feb Diff
Account Box	25.3%	21.8%	15.8%
Top Offer	58.0%	42.8%	35.5%
Search	6.3%	5.4%	16.7%
Middle Offer	1.2%	13.8%	-91.3%
Bottom Offer	7.0%	4.3%	63.1%
Footer	1.5%	1.6%	-3.1%

WHPH % of Clicks			
Row Labels	Feb '17	7 Mo. Avg	Feb Diff
Account Box	18.9%	19.8%	-4.7%
Top Offer	69.5%	47.6%	46.1%
Search	2.9%	2.9%	-1.7%
Middle Offer	1.0%	14.8%	-93.1%
Bottom Offer	5.0%	4.1%	22.2%
Footer	0.7%	1.0%	-30.7%

69 COMPETITIVE INSIGHTS

ASSORTED

WYNDHAM REWARDS
Your Wyndham Rewards Statement as of 02/24/2017

You have **0 points**
go for 15,000 points for a FREE night!
go for 2,500 points for a FREE night!

Blue Member
0 nights

Ending soon!
Book 2 days in advance and **SAVE 15%.**
Plus, earn 10% bonus points!

Book & Save

Our latest news and offers

Save on local experiences

Earn bonus points for up to 2 FREE NIGHTS!

Super 8 sleeperover makeover

Book an award-winning stay for 25 destinations and get a \$100 credit on an unforgettable local experience in a participating city!

Earn up to 10,000 bonus points with qualifying transactions using the Wyndham Rewards Visa® Card. That's enough for an all-inclusive stay during your next trip. Don't forget to take a Super 8 selfie with the camera on the lobby.

Discover more | English locale | Learn more

Where will your points take you?

The Address, a Four Seasons Hotel, Colorado Springs, CO

The Cliffs at Ocean Crest, Ocean Crest, CO

Lodges on the Edge Blue Mountain Resort, PA

Have another adventure in mind? | Explore

Save 10% + earn 1,000 bonus points in Napa Valley, CA

Book through June 10, 2017 with Napa Valley wine and 10% off the Best Available Rate at Sheraton Napa and Spa. Plus, earn 1,000 Wyndham Rewards Bonus Points for your stay!

Book now

Wyndham

WYNDHAM REWARDS
You've earned this.

Hello, Mitchell
Member #153091230G
BLUE Member | 8 points

FREE NIGHTS AT MAGICAL COTTAGES?

Villa Sofia, Antibes-Cote d'Azur, France

Yes, it's true. You can use your Wyndham Rewards points for FREE nights at cottages throughout the UK, Ireland, France and Italy. All it takes is 15,000 points per bedroom, per night.*

Explore Cottages

Escape from the ordinary to a cottage that's extra-ordinary

Many cottages are detached for extra peace and quiet.

Full kitchens and dining rooms to cook and entertain as you wish.

Over 9,300 cottages have WIFI so you can stay connected.

Over 9,300 cottages have WIFI so you can stay connected.

Book now

SPG®

Sheraton Grande Sukhumvit, a Luxury Collection Hotel, Bangkok

Limited Time Offer - Reserve by Sunday

RESERVE NOW



These savings won't last long!

Reserve by Sunday and experience exquisite accommodations now.

- Save 15% on our best available rates
- SPG® Members save up to 5% more and earn
- Starpoints® for your stay. Not a SPG® member? [Join Today](#)
- Non-member rate from 5,015++ Baht
- SPG® Member rate from 4,764++ Baht

Valid for stays for the next 6 weeks. Reserve Now >

More Exclusive Offers

LOOKING FOR MORE OFFERS TO ENHANCE YOUR EXPLORATION?



Visit our Special Offer Page to find the offer that match you most.

VIEW MORE

Sheraton Grande Sukhumvit, a Luxury Collection Hotel, Bangkok

250 Sukhumvit Road
Bangkok, 10110 Thailand
Phone: (662) 649 8888
Fax: (662) 649 8000

WESTIN

on Your Fitness Journey?

Westin Rewards in Austin, Chicago and Nashville

Click start your wellness routine while you're on the go. Featuring guest-curated workouts with Westin Balance® and Westin Yoga®. Westin® fitness gear is available for your stay, so we're pleased to bring you the best in fitness gear to add to your fitness routine.

FEATURED DESTINATIONS

HAVE A LEAN '17 IN AUSTIN

Now through a year 2017, and keep the momentum your wellness journey. Along with our Westin Balance® and Westin Yoga® classes, we're offering special packages for your stay, so we're pleased to bring you the best in fitness gear to add to your fitness routine.

• Daily activities including yoga, Pilates and more. It's all part of your fitness regimen for 2017.

• Available for stays the first full week of each month through June 30, 2017.

Book now or call 800 720 6000 and we'll be right there for you.

BOOK NOW



Book now or call 800 720 6000 and we'll be right there for you.

BOOK NOW

The Westin Seattle Downtown
300 5th Street
Seattle, WA 98101
Phone: (206) 464-5555
Fax: (206) 464-5555

STRETCH OUT IN OTTAWA

The Westin Ottawa offers an ideal location for business and pleasure. Enjoy our fitness center and outdoor pool, and enjoy our location in the heart of the city. Book now or call 800 720 6000 and we'll be right there for you.

BOOK NOW



The Westin Ottawa
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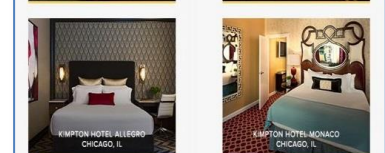
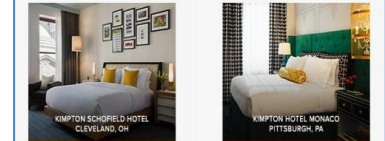
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Hilton Honors Rewards Club

Member # 10103471

Points Balance: 0

Qualifying Nights: 0

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Points Earned: 0

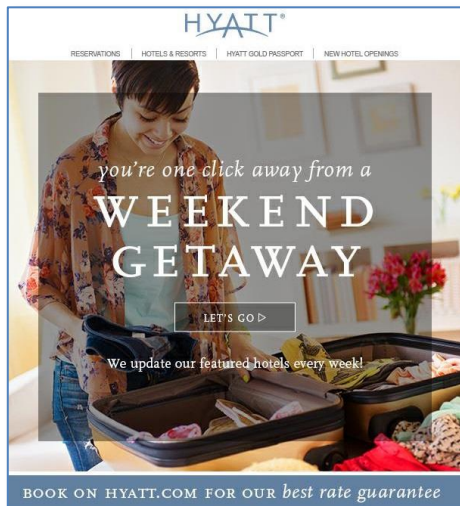
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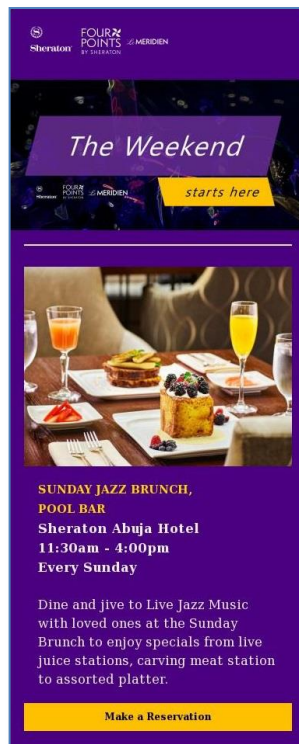
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