



# SEPTEMBER 2017 MARRIOTT REWARDS EMAIL PROGRAM REVIEW

October 26, 2017

*yes*

# TODAY'S AGENDA

## **Sep '17 Program Review**

- Program Summary & Trends
- Key Storylines
- Testing Summary
- Actionable Insights
- Industry Insights

## Available Sep '17 Campaign Reviews

- eNews
- Hotel Specials
- Destinations
- Solos
- Lifecycle

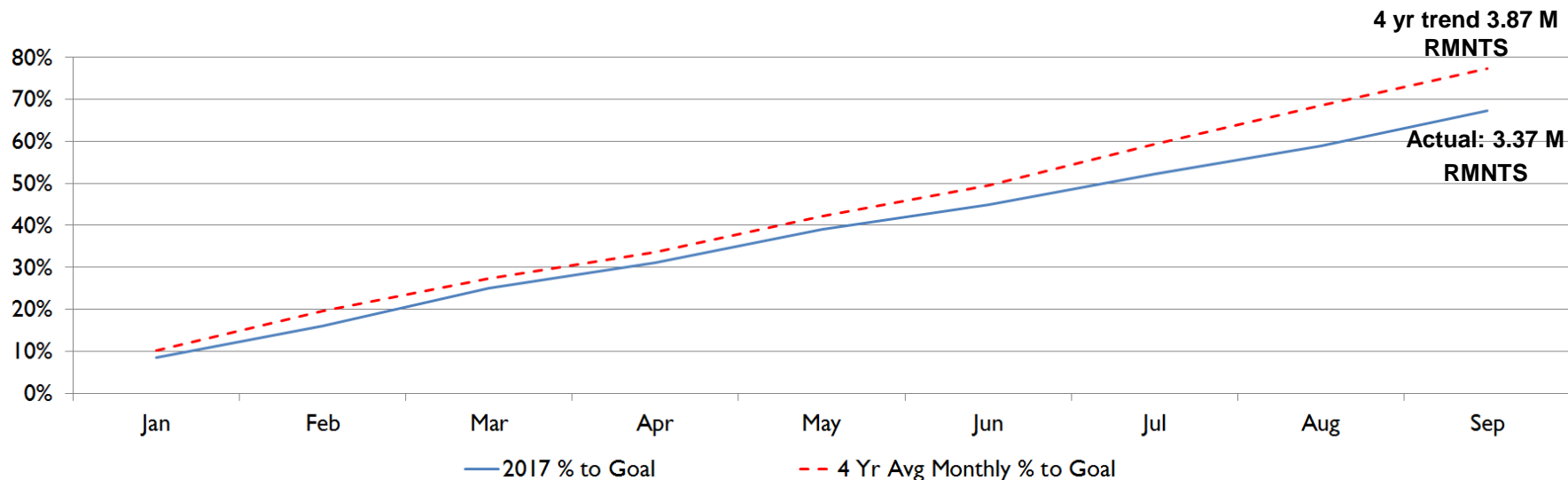
# SEPTEMBER 2017 EMAIL PROGRAM SUMMARY

# PROGRAM IS 13% BEHIND 5 M ROOM NIGHT

## GOAL

As of September, program has generated **3.37 M RN**, 67% of goal

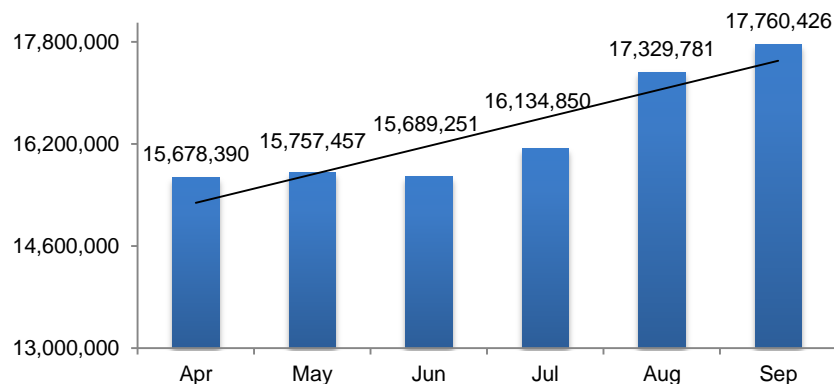
- 4 Yr. trend indicates program should be at 77% of goal by September to achieve forecast



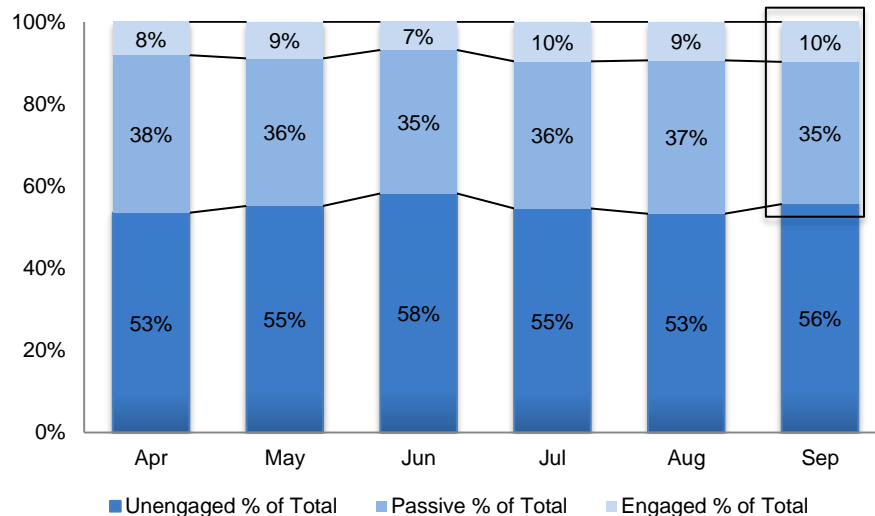
# EMAIL ENGAGEMENT REPORT

- 2.4% more members received 1+ emails in Sep compared to Aug
- 45% of members are engaged in MR emails (down 2% MoM due in part to below avg. Solo engagement)

# of MR Members Received 1+ Emails



% of Email Interaction (MR Mbr)



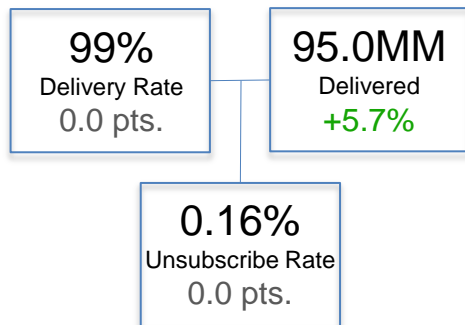
\*Report Key:

- Received: # of emails received during time period
- Engaged: Received Opened and Clicked + Received not Opened but Clicked
- Passive: Received Opened but not Clicked
- Unengaged: Received not Opened and not Clicked

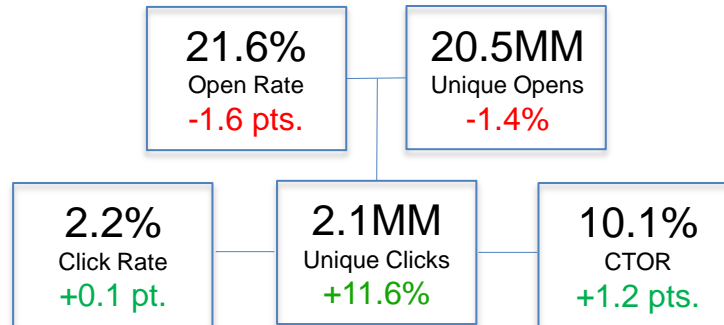
# SEPTEMBER 2017 EMAIL PROGRAM PERFORMANCE

- 7.4% open rate decline driven by low Solo and Lifecycle open rates; eNews remained flat at 23.8%
- MegaBonus announcement in eNews drove financial lifts (+26% MoM and +14% vs. 12MAvg.)

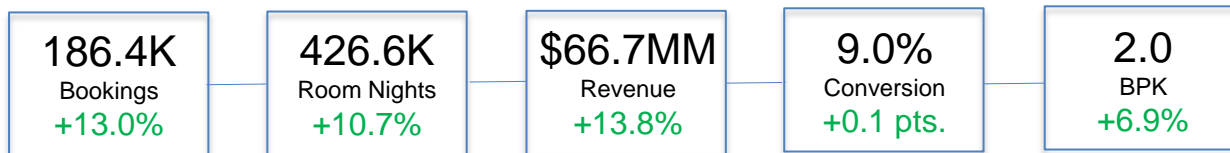
## Audience



## Engagement



## Financial



		Hotel							
		Program	eNews	Specials	Dest.	Solos	Lifecycle	MRCC	METT
Audience	Audience*	21.6 M +1.6%							
	Total Delivered	95.0 M 5.7%	15.7 M 10.7%	10.2 M -0.9%	13.4 M 8.7%	29.0 M 13.6%	6.5 M 14.8%	14.7 M -6.6%	5.3 M -10.8%
	Unsub Rate	0.16% -0.0 pts	0.09% -0.0 pts	0.12% -0.0 pts	0.12% -0.0 pts	0.16% 0.0 pts	0.29% 0.0 pts	0.22% -0.0 pts	0.24% 0.0 pts
	Delivery Rate	99% -0.0 pts	98% -0.6 pts	99% -0.4 pts	99% -0.0 pts	99% 0.2 pts	97% -0.0 pts	99% -0.1 pts	97% 1.2 pts
Engagement	Open Rate	21.6% -1.6 pts	23.8% 0.0 pts	18.5% 0.0 pts	22.0% -0.3 pts	20.5% -3.2 pts	29.8% -2.5 pts	20.2% -2.2 pts	19.3% -2.7 pts
	Opens	20.5 M -1.4%	3.7 M 10.7%	1.9 M -0.7%	3.0 M 7.2%	6.0 M -1.7%	1.9 M 6.0%	3.0 M -15.9%	1.0 M -21.7%
	Click Rate	2.2% 0.1 pts	4.7% 1.4 pts	1.4% 0.0 pts	1.4% 0.1 pts	1.5% -0.9 pts	6.9% 1.3 pts	0.5% -0.2 pts	0.7% -0.1 pts
	Unique Clicks	2.1 M 11.6%	738.1 K 58.9%	146.2 K -0.1%	186.5 K 18.8%	437.4 K -27.8%	446.8 K 40.6%	70.5 K -35.1%	38.1 K -21.4%
	Click to Open Rate	10.1% 1.2 pts	19.7% 6.0 pts	7.7% 0.0 pts	6.3% 0.6 pts	7.3% -2.6 pts	23.1% 5.7 pts	2.4% -0.7 pts	3.7% 0.0 pts
Financial	Bookings	186.4 K 13.0%	74.7 K 79.7%	11.4 K -8.5%	9.8 K -9.4%	50.6 K -15.2%	31.1 K 29.3%	6.1 K -45.8%	2.6 K -47.3%
	RoomNights	426.6 K 10.7%	171.1 K 75.9%	25.4 K -11.8%	22.3 K -11.0%	114.0 K -18.1%	74.9 K 26.6%	12.8 K -47.8%	6.1 K -46.0%
	Revenue	\$66.7 M 13.8%	\$27.0 M 81.1%	\$3.9 M -11.6%	\$3.5 M -8.5%	\$17.8 M -16.0%	\$11.7 M 30.4%	\$1.8 M -48.8%	\$1.0 M -43.7%
	Conversion Rate	9.0% 0.1 pts	10.1% 1.2 pts	7.8% -0.7 pts	5.2% -1.6 pts	11.6% 1.7 pts	7.0% -0.6 pts	8.7% -1.7 pts	6.9% -3.4 pts
	Bookings per Delivered(K)	2.0 6.9%	4.8 62.4%	1.1 -7.7%	0.7 -16.6%	1.7 -25.3%	4.8 12.6%	0.4 -42.0%	0.5 -40.9%

- 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

- Using EIR Financial Data  
 - Month compared to 12-mo rolling avg.

## Executive Dashboard

MegaBonus announcement increased email engagement in eNews, impacting overall program KPI's

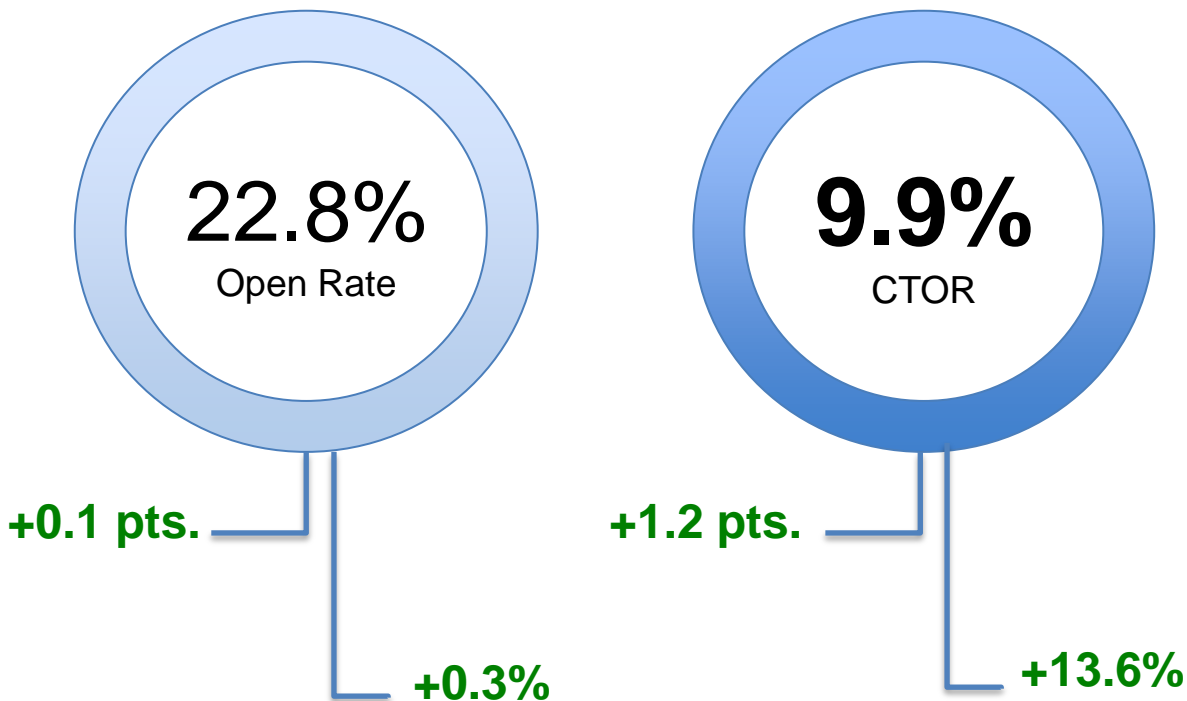
Welcome and Onboarding series drove Lifecycle open rate declines

- Welcome: tested SL in Sep
- Onboarding: need deep dive to pinpoint issues

## KEY STORYLINES

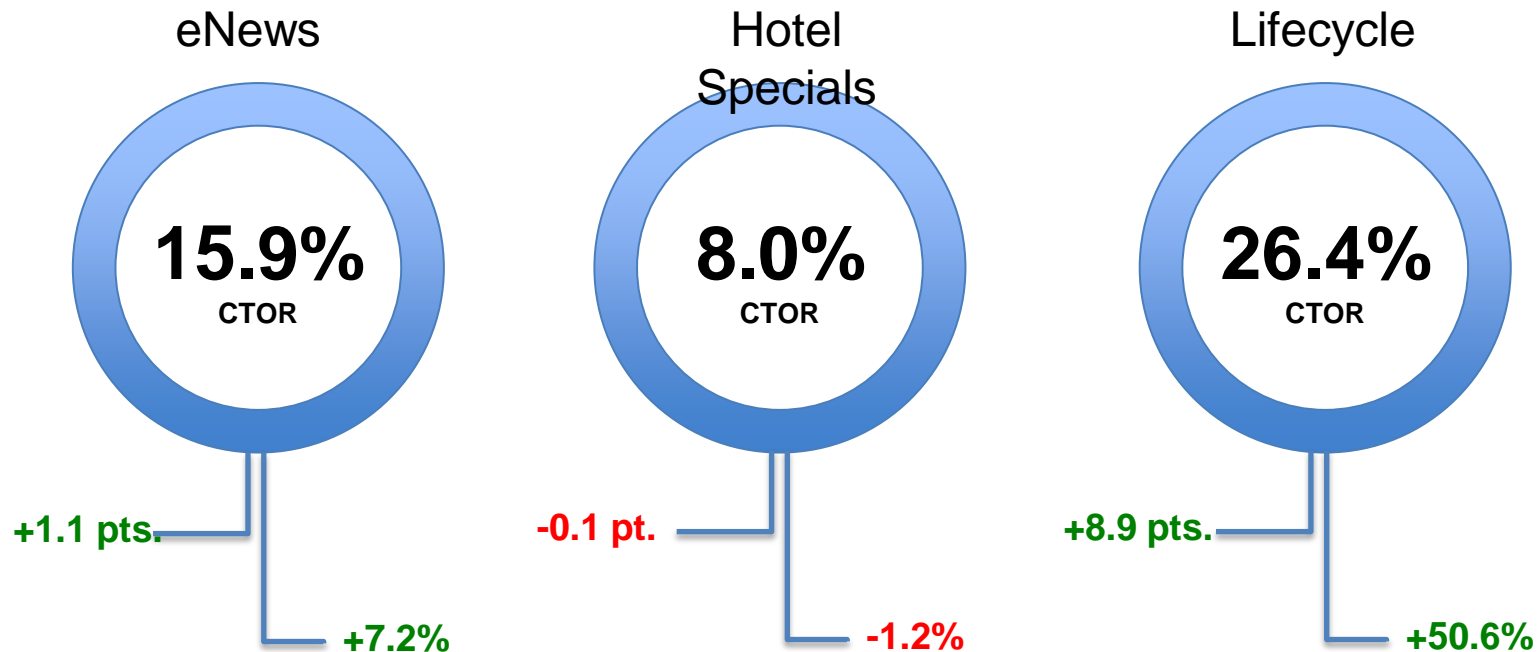
1. Continue to see positive lifts with new email template
2. Positive impact of promotional content in eNews, but different outcome in Hotel Specials
3. Campaign optimization drives increases & learnings for future efforts
4. Highlighted Solo's: NFL Kick-off and Drive Bookings

## CONSISTENT INCREASES IN EMAIL ENGAGEMENT AFTER MOVING TO NEW TEMPLATE



\*June 28-Sep '17 campaigns compared to 12-Month Avg. (June '16 – May '17)

## LIFECYCLE EMAILS ARE CONSISTENTLY SHOWING AN INCREASED CTR SINCE NEW TEMPLATE CHANGE



\*June 28-Sep'17 campaigns compared to 12-Month Avg. (June '16 – May '17)

# SEPT '17 ENEWS

## Engagement

SL = Your Account: New MegaBonus Has Arrived

23.8%  
Open Rate  
0.0 pts.

4.7%  
Click Rate  
+1.4 pts.

19.7%  
CTO Rate  
+6.0 pts.

## Financial

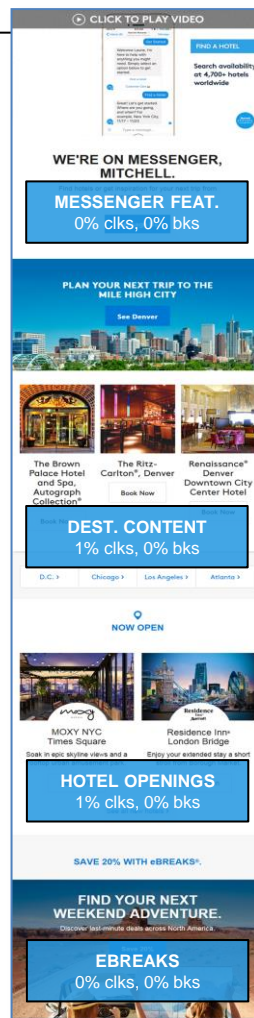
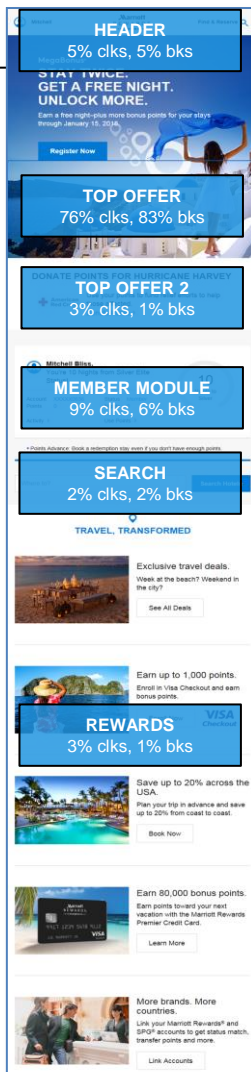
171.1K  
Room Nights  
+75.9%

\$27MM  
Revenue  
+81.1%

10.1%  
Conversion  
+1.2 pts.

4.8  
BPK  
+62.4%

\*Compared to 12-month average



MegaBonus announced in eNews in place of Solo

- 83% of bkg from Top Offer
- Generated more revenue than past MegaBonus Solo's (section & campaign)
- Pulled engagement from other sections

Subject line test leveraging excitement and mystery drove an 8% higher open rate:

- Your Account: New MegaBonus Has Arrived (37.2%)**
- Your Account: Earn a Free Night (34.6%)**
- Your Account: New MegaBonus! Earn a Free Night (34.5%)**

Future consideration/test: eNews vs. Solo announcement

- Which one drives more registrations and revenue?

# SEPT '17 HOTEL SPECIALS

## Engagement

SL = Erica's October Travel Deals

18.5%  
Open Rate  
0.0 pts.

1.4%  
Click Rate  
0.0 pts.

7.7%  
CTO Rate  
0.0 pts.

## Financial

25.4K  
Room Nights  
-11.8%

\$3.9MM  
Revenue  
-11.6%

7.8%  
Conversion  
-0.7 pts.

1.1  
BPK  
-7.7%

\*Compared to 12-month average

**HEADER**  
18% clks, 22% bks

**GET OUT THERE, MITCHELL.**

**FIELD OFFERS**  
59% clks, 52% bks

**MEMBER MODULE**  
12% clks, 16% bks

**MRCC**  
1% clks, 0% bks

**MOMENTS**  
3% clks, 1% bks

**MIDDLE OFFER**  
2% clks, 5% bks

**DEST. NAV BAR**  
1% clks, 1% bks

**SUNSEEKERS SAVE 20%.**

**CURATED OFFERS**  
3% clks, 21% bks

**EBREAKS**  
1% clks, 1% bks

Open rates are up 8% MoM and 2% YoY, but previous declines led to test plans for upcoming months

2<sup>nd</sup> time testing Friday deployment to lift CTOR:

- Up 4% MoM
- Continue to monitor performance (last test in Oct)

34% more clicks on Field Offer section; 1 in 3 clicks on See All CTA

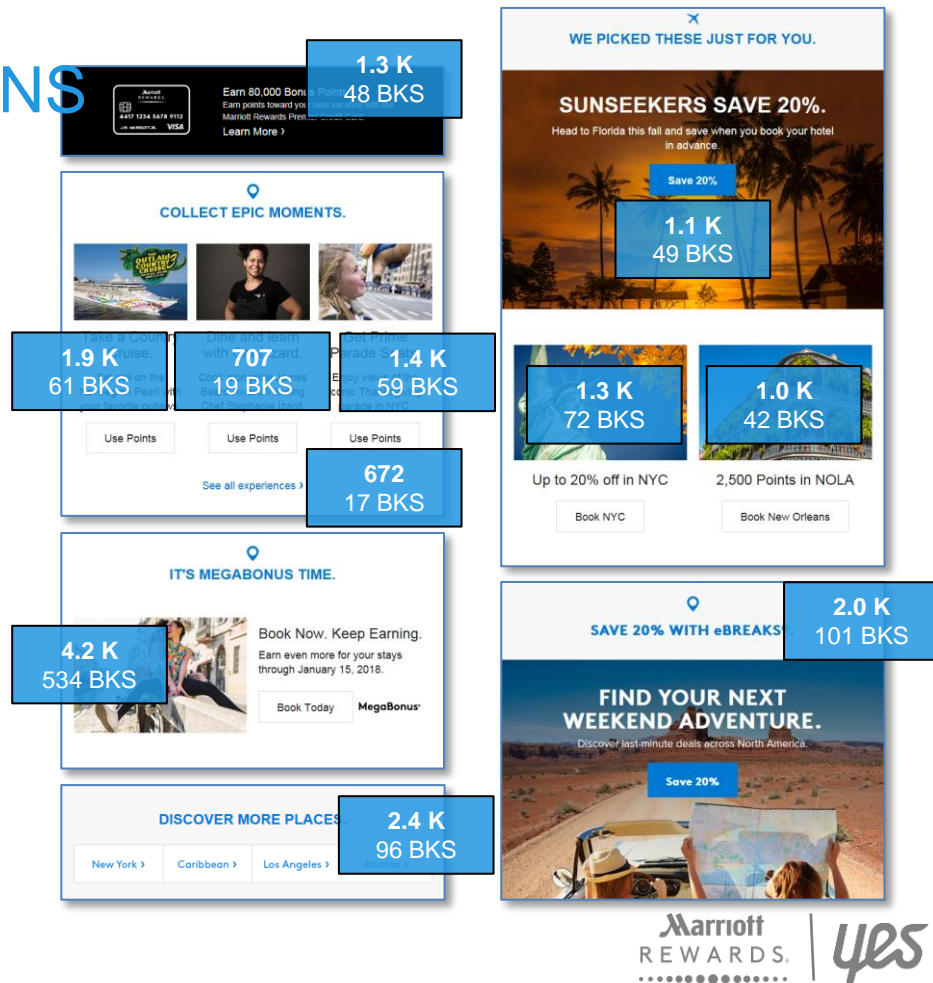
Only 2% of the clicks to the MegaBonus offer; lowest seen for MegaBonus in that section

Curated Offers section: '20% off NYC' offer had the highest click engagement (24%) and conversion (5.6%) for section

# ENGAGEMENT OBSERVATIONS

Most clicked content:

- MegaBonus (Middle Offer) 4.2K
- Destinations Nav Bar 2.4K
- eBreaks (last module) 2.0K
- Country Cruise (Moments) 1.9K
- MRCC 1.4K
- Thanksgiving Parade (Moments) 1.4K



## SEPT '17 DESTINATIONS

## Engagement

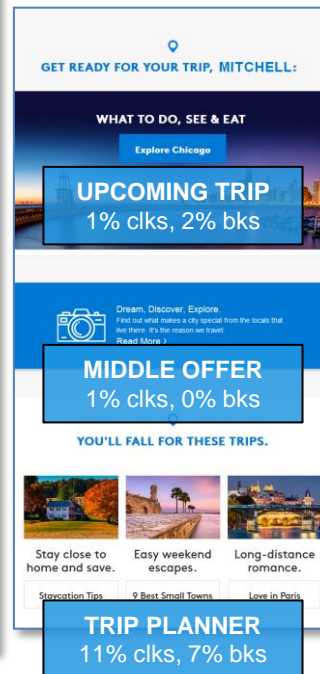
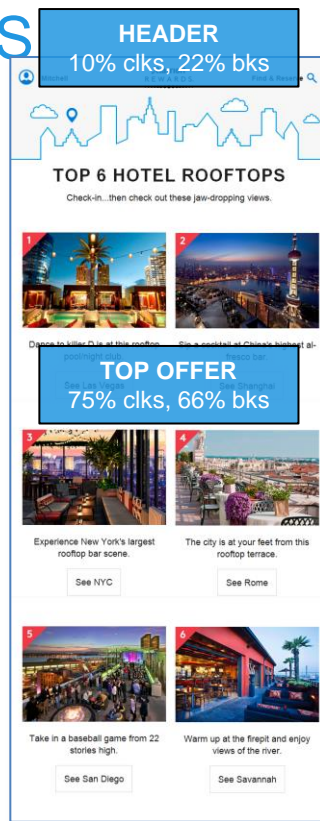
SL = Top 6 Hotel Rooftops

22.0%  
Open Rate  
-0.3 pts.1.4%  
Click Rate  
+0.1 pts.6.3%  
CTO Rate  
+0.6 pts.

## Financial

22.3K  
Room Nights  
-11.0%\$3.5MM  
Revenue  
-8.5%5.2%  
Conversion  
-1.6 pts.0.7  
BPK  
-16.6%

\*Compared to 12-month average



Fascination style subject line drove an open rate lift of 5% YoY and 1% MoM, but down 1% vs. 12-month avg.

Email generated 21% more clicks than 12-month avg.

- 75% of email clicks to Top Offer
- Recommend theme for future campaigns – perfect content for carousel test

Top offer engagement:

- NYC – 27% of section clicks
- Las Vegas – 22% ...
- Savannah – 17% ...

Trip Planner section: 2<sup>nd</sup> highest click volume & % of clicks since Destinations launch

- 59% clicked weekend getaway
- Higher engagement with themed content vs. locations – *test this*

## NFL KICK-OFF SOLO

## Email Engagement

Basic SL = Football Fans: Get in the Game with These Members-Only Experiences

Elite SL = Today Only! Save Up to 50% During Our Football Flash Sale

18%

Open Rate

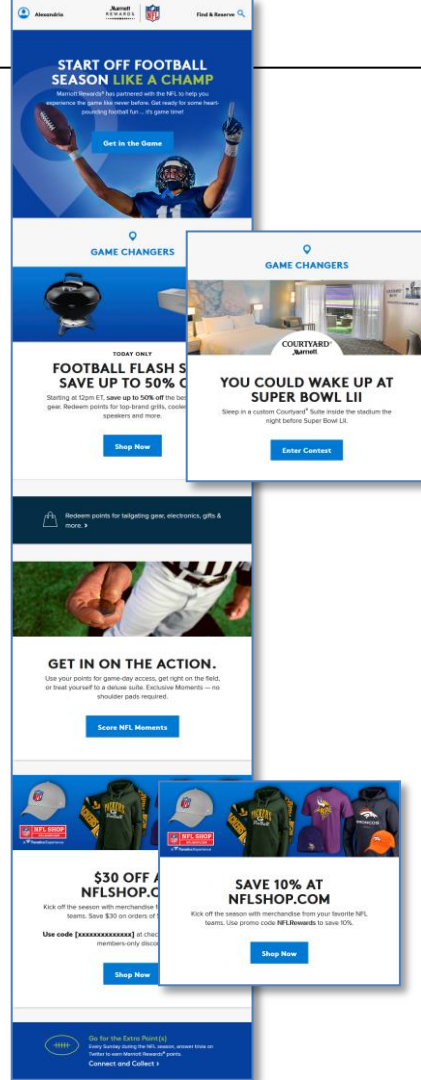
-16.7% vs. Program  
avg.

4.1%

CTO Rate

-59.4% vs. Program  
avg.

Moments Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
<b>NFL Moments Solos</b> (Sep '17)	<b>13.4 M</b>	<b>7.9 K</b>	<b>\$2.7 M</b>	<b>18.0%</b>	<b>4.1%</b>	<b>8.0%</b>	<b>0.6</b>
Basic - Low Point	9.4 M	911	\$305.8 K	15.7%	2.5%	2.4%	0.1
Basic - Mid Point	1.9 M	944	\$294.3 K	20.2%	4.9%	5.1%	0.5
Basic - High Point	641.3 K	553	\$159.6 K	24.9%	6.0%	5.7%	0.9
Elite - Low Point	248.4 K	161	\$40.6 K	23.2%	4.0%	7.0%	0.6
Elite - Mid Point	374.0 K	1.0 K	\$297.4 K	24.1%	7.7%	13.8%	2.6
Elite - High Point	821.5 K	4.4 K	\$1.6 M	28.7%	10.0%	18.5%	5.3



Email drove below program average performance on primary email KPI's

Subject line similar to Aug NFL Moments, but missing personalization (not in pre-header)

- Aug SL: [FNAME], Take a Look at These Members-Only Moments (23% open rate)

Open and CTO rate declines mostly from Basic-Low Point audience; consider sending to previous NFL engagers and/or shop earners

Other Recommendations:

- Leverage personalization
  - Subject line or pre-header (name, your)
  - Email body (pts., name)

# DRIVE BOOKINGS SOLO GENERATED \$4.8MM AND 12.6K BOOKINGS

## Engagement

SL = Save up to 35% on resort vacations.

**17.4%**

Open Rate

-4.2 pts. vs. Program  
avg.

**6.9%**

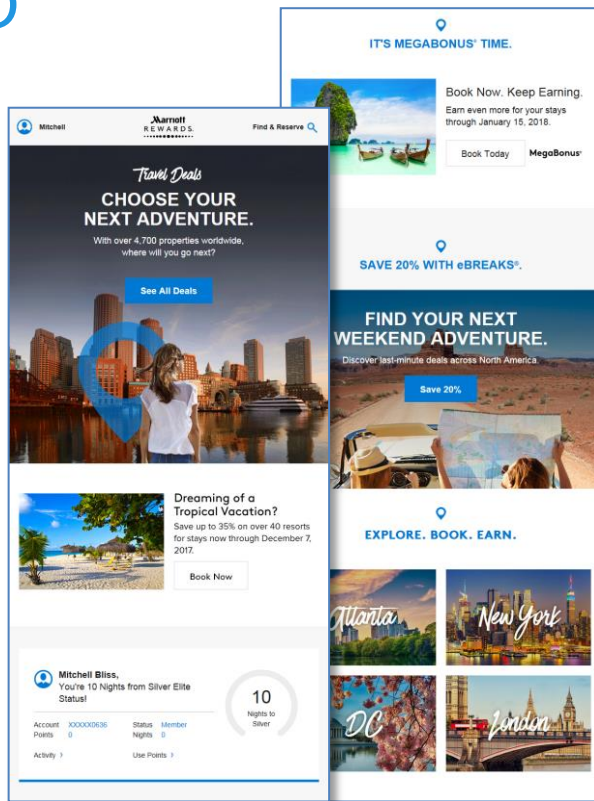
CTO Rate

-3.2 pts. vs. Program avg.

**10.0%**

Conversion  
Rate

+1.0 pts. vs. Program avg.



Solo drove \$4.8MM in incremental revenue featuring Travel Deals, Marriott Vacation Club, and MegaBonus content

Open rate decreased 28% MoM; personalization tactics moved to pre-header ('Your' and First Name):

- Sep SL: Save up to 35% on resort vacations.
- Aug SL: We've found your next vacation, [FNAME].

CTOR decreased 26% MoM, but the conversion rate increased 19% MoM

Consider lifting CTOR in future campaigns with...

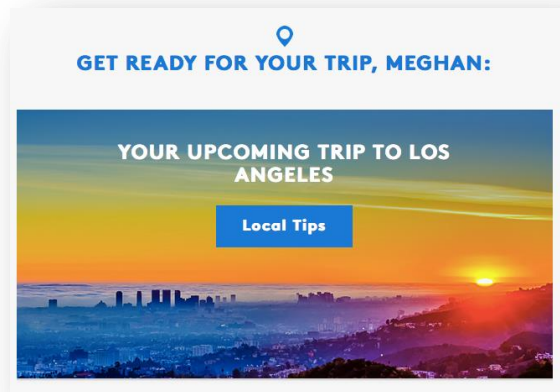
- Personalized destinations content (CEI module from eNews)
- An exclusive member offer

# SEPTEMBER TESTING & OPTIMIZATION SUMMARY

- DESTINATIONS
- HOTEL SPECIALS
- ENEWS
- DRIVE BOOKING SOLO

## SECTION CLICK DECLINES FROM FIRST DESTINATIONS UPCOMING TRIP TEST - CONTINUE TESTING

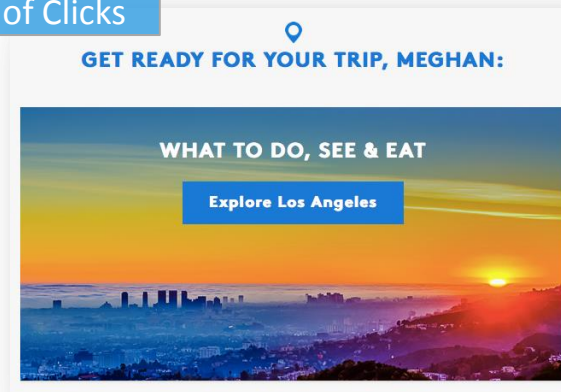
### Control



VS.

### Test

-50%  
% of Clicks



Hypothesis: a more direct message about getting to know the location you're traveling to will increase clicks

Methodology: target top 5 destinations out of 17 with test message; list split 50/50

Test #1 results:

- Test group % of module clicks down 50% vs. control
- Consistent declines across all 5 locations

Declines stem from higher engagement with Rooftop Top Offer (75% of campaigns clicks)

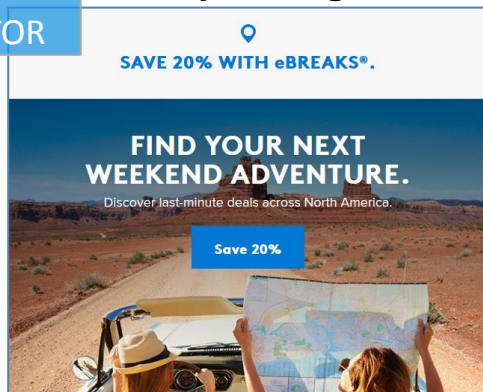
Recommendations:

- Include location in headline
- More direct language  
"Plan Your Trip to Los Angeles"

# 120% HIGHER SECTION CTOR WITH EBREAKS LIFESTYLE MODULE IN HOTEL SPECIALS

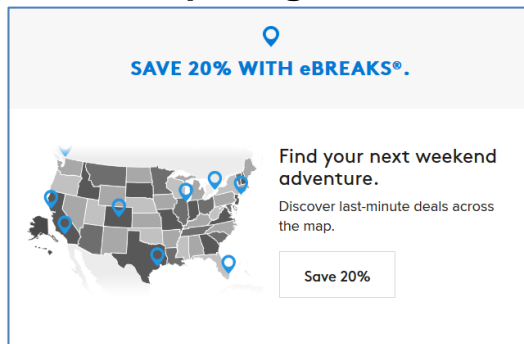
+120%  
CTOR

## Lifestyle Image



VS.

## Map Image



3<sup>rd</sup> consecutive month running a 50/50 eBreaks module test: lifestyle vs. map

Hypothesis: Lifestyle image version is more on brand, engaging, bigger and will drive more engagement

Lifestyle version generated a higher CTO<sup>r</sup> at the campaign & link level all 3 months

- 1.5% higher campaign-level CTO<sup>r</sup>\*
- 120% higher CTO<sup>r</sup>\*

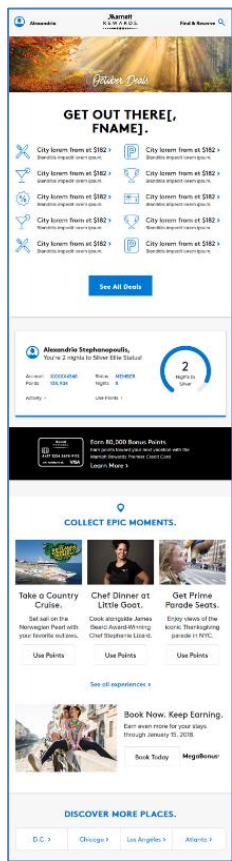
### Future test recommendations:

- Test a different on-brand lifestyle image (keep fresh)
- Test different image in article style layout

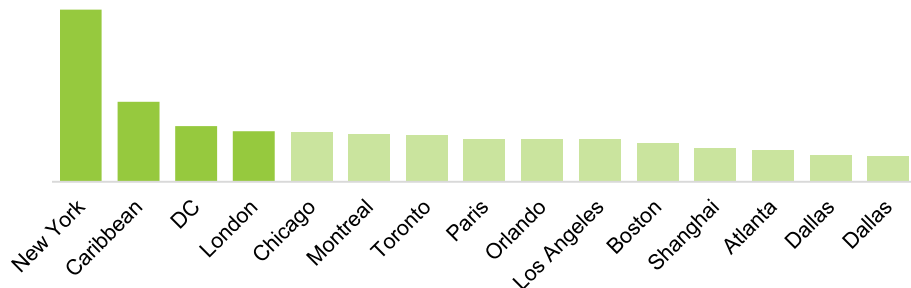
Sep '17 Hotel Specials eBreaks Test	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Map Image	5.1 M	5.8 K	\$1.9 M	18.6%	7.7%	7.9%	1.1
Lifestyle Image	5.1 M	5.6 K	\$1.8 M	18.6%	7.8%	7.5%	1.1

\*Statistically significant

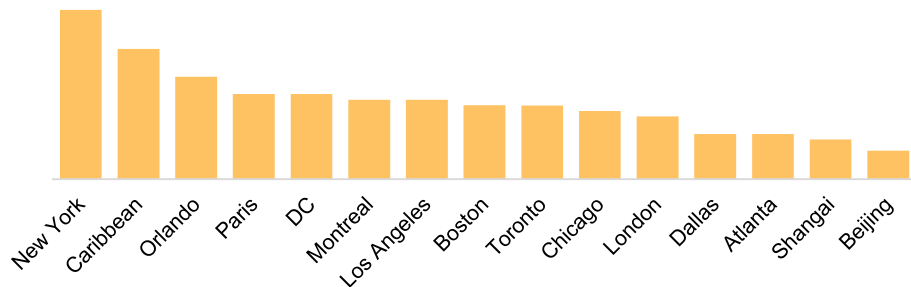
# 61.3% LIFT WITH HOTEL SPECIALS SMARTMATRIX TEST



OPTIMIZED IMAGES - CTR



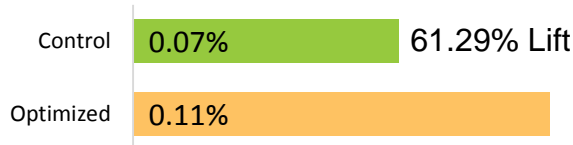
CONTROL IMAGES - CTR



TOP 4 PERFORMING IMAGES

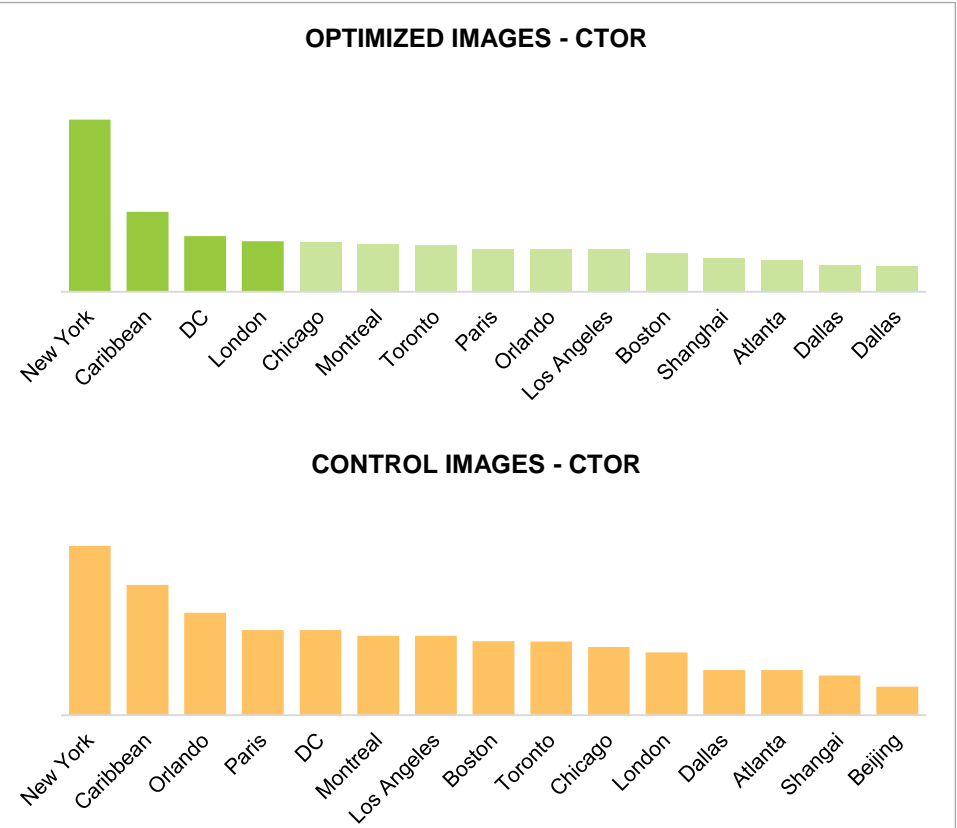
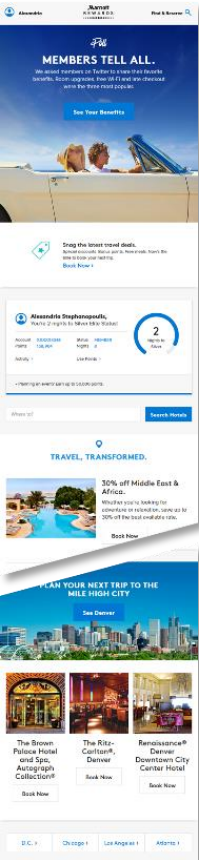
- 1 New York >
- 2 Caribbean >
- 3 D.C. >
- 4 London >

OPTIMIZED vs CONTROL LIFT



Segment	Opens	Clicks	CTOR	LIFT	STATISTICAL SIGNIFICANCE
Control	273,477	192	0.07%		
Optimized	1,810,367	2,050	0.11%	61.29%	99.9%

# 21.3% CTOR LIFT WITH ENEWS SMARTMATRIX TEST



### TOP 4 PERFORMING IMAGES

1

New York >

2

London >

3

Caribbean >

4

Paris >

### OPTIMIZED vs CONTROL LIFT

Control

0.05%

21.3% Lift

Optimized

0.06%

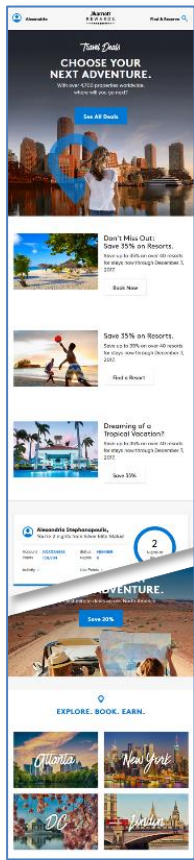
Segment	Opens	Clicks	CTOR	LIFT	STATISTICAL SIGNIFICANCE
Control	238,348	112	0.05%		
Optimized	1,584,270	903	0.06%	21.30%	98%

Marriott

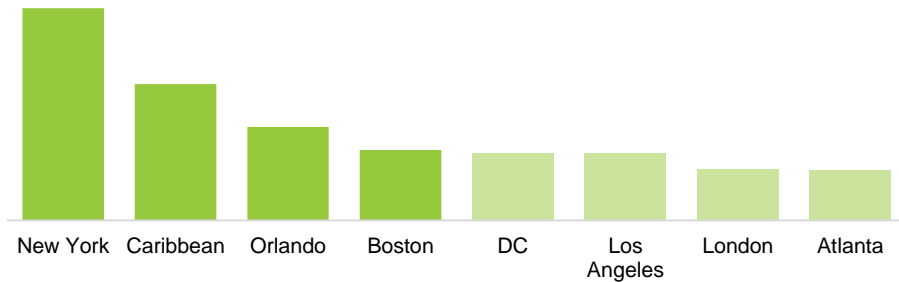
REWARDS.

yes

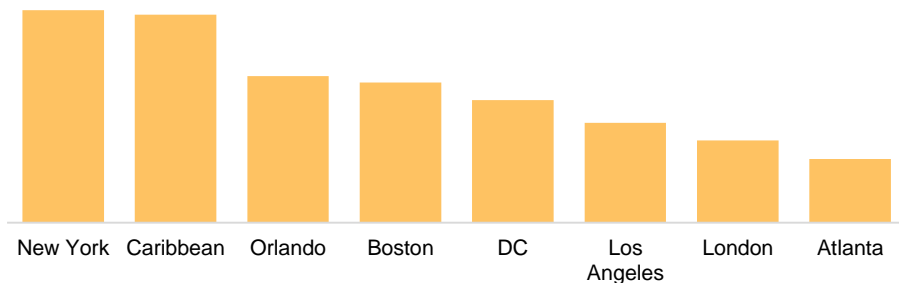
# 31% LIFT WITH DRIVE BOOKINGS SOLO SMARTMATRIX TEST



## OPTIMIZED IMAGES - CTR



## CONTROL IMAGES - CTR



## TOP 4 PERFORMING IMAGES



## OPTIMIZED vs CONTROL LIFT

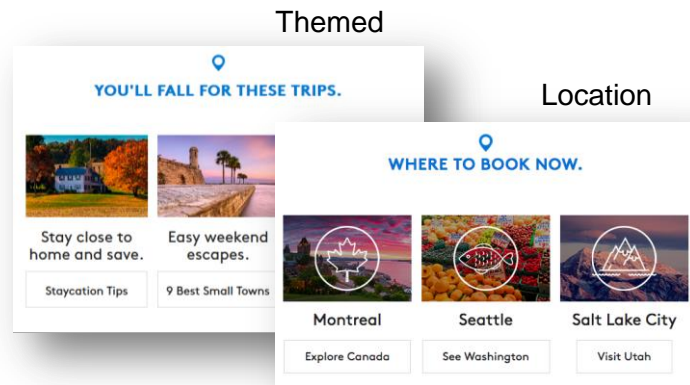


Segment	Opens	Clicks	CTOR	LIFT	STATISTICAL SIGNIFICANCE
Control	56,164	219	0.39%		
Optimized	443,823	2,267	0.51%	31.0%	99.9%

# ACTIONABLE INSIGHTS

# ENGAGEMENT AND BOOKING RECOMMENDATIONS

- Consider using eNews to announce MegaBonus in future to drive engagement & bookings
  - |  |                 |               |
|--|-----------------|---------------|
| <b>Fall '17 eNews Announcement Rev</b> | <b>13MM Del</b> | <b>\$22MM</b> |
| Summer '17 Announcement                | 12MM Del        | \$18MM Rev    |
| Spring '17 Announcement                | 9MM Del         | \$20MM Rev    |
| Fall '16 Preview                       | 8MM Del         | \$7MM Rev     |
| Summer '16 Announcement                | 10MM Del        | \$16MM Rev    |
- Leverage themed content in final Destinations module
  - Test adding things-to-do copy to headline of locations version
- Use personalization tactics to increase relevancy and engagement
  - In redemption messages, remind member of current point balance when there is no member module
  - Remind near-level member that next stay or redemption count towards reaching Elite



# INDUSTRY INSIGHTS

## EXPERIENCES

spg.moments

You're up.  
GET IN THE GAME  
THIS POSTSEASON™.

spg. National Preferred Guest

Time to step up to the plate — Major League Baseball® Postseason Moments experiences are now available. Get tickets (and VIP experiences!) to the first three series now, plus, get the opportunity to go to bat with baseball great Paul O'Neill.

Go to bat with five-time World Series® Champion Paul O'Neill.

Bring your best team — aspiring young sluggers encouraged — to learn from and challenge MLB® legend Paul O'Neill in a home run competition. Step into the batter's box for a shot at bragging rights, Starpoints®, and more.

BID NOW

WILD CARD	DIVISION SERIES®
REDEEM NOW >	REDEEM NOW >
LEAGUE CHAMPIONSHIP SERIES™	MLB® World Series™
REDEEM NOW >	GET ALERTS >

VIEW ALL MLB® MOMENTS >

spg.moments

The SPG Life is calling.  
With suite seats for Barclays Center concerts, cooking lessons from celebrity chefs and so much more, there's something for everyone. Find your Moment today.

VIEW EXPERIENCES

SPG members got exclusive access to take part in batting practice at Citi Field with Keith Hernandez.

Top of the class.  
• Indulge in a culinary oasis at Cayman Cookout & 4-Night Stay at The Ritz-Carlton, Grand Cayman >  
• Master class: Tour the kitchens and enjoy a cooking demonstration from Chef Barbara Lynch at her Boston restaurant, Menton >  
• Master class: Mingle with legendary chef Eric Ripert at Le Bernardin and enjoy a six-course tasting menu in NYC >  
• Eat and drink your way through foodie heaven at NYC Wine and Food Festival >

VIEW ALL

lifestyle.moments

Adventure awaits.  
• Join a team of top National Geographic photographers in one of the planet's most photogenic places: the Galapagos Islands >  
• Master class: Experience Brazil in a new way at Rencia Exclusive Beach Spa & Resort, Barra de Sao Miguel, a Member of Design Hotels™, where you'll fish for fresh oysters during your three-night stay >  
• Get front-row seats, talk fashion with a designer and much more with VIP access to London Fashion Week >  
• Experience Barcelona culture through its art and architecture, including a tour of the Palau Güell >

VIEW ALL

sports.moments

For the win.  
• Start the season off right with Kings, Lakers and Clippers preseason action from the SPG Luxury Suite at STAPLES Center >  
• Gear up for unforgettable experiences with Mercedes-AMG Petronas Motorsport in Austin, Texas, or São Paulo, Brazil >  
• Get Club Box seats at Wrigley Field™ as the Chicago Cubs™ race toward the Postseason™ >

VIEW ALL

entertainment.moments

Tune in.  
• Rock out in Brooklyn with luxury suite access for a concert at Barclays Center >  
• Dance the night away in premium seats at Zac Brown Band's Los Angeles concert, plus get access to the wine lounge >  
• See the biggest concerts in style from the SPG Luxury Suite at Mercedes-Benz Arena in Shanghai >

VIEW ALL

Hilton HONORS account login

did you know you have Hilton Honors Points saved up? Let us show you all the ways you can use them!

points = more flexibility  
now use nearly ANY combination of points & money to pay for your next stay — no blackout dates

explore

points = access  
use your points for meet & greets, concert tickets & more.

experience

points = guilty pleasures  
use your points and enjoy spa days, shopping sprees, and more

discover

Hilton HONORS account login

explore the coral reefs of Thailand

view auction

jam with Blues Traveler frontman John Popper

view auction

see Lady Antebellum live in concert in Nashville

learn more

Electric Daisy Carnival VIP experience in Orlando

view auction

VIEW MORE AUCTIONS

Hilton HONORS account login

tee off  
in the Hilton Golf Championship Grand Final in Dubai

learn more

take the adventure trip of a lifetime to Zanzibar

learn more

McLaren-Honda VIP Experience in Abu Dhabi

view auction

indulge your taste buds at Conrad Algarve

view auction

see Lady Antebellum live in concert in Europe

learn more

VIEW MORE AUCTIONS

Top feature shows members enjoying experience

yes

# HILTON PROMOTIONS & POINT OFFERS

Hilton 2X Point promotion registration reminder multivariate testing



Incent redemption featured in footer:

- Leverages icons
- Presence in promo solos romances point accumulation
- Thematic use in point offer solos

Here are 2 great ways to use your 5,000 Points



Book a stay with any combination of Points and money starting at 5,000.



Combine your Points with up to 10 family or friends with Points Pooling.



Here are 3 great ways to use your Triple Points



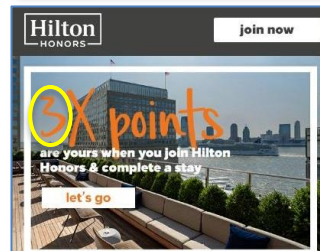
Redeem Points for reward stays with Points & Money



Use your Points to shop at Amazon.com



Pool Points with up to 10 family or friends



Testing: creative, headline copy, & CTA copy/color

# FALL SEASON



VIEW OFFERS

NEVER JUST STAY. STAY INSPIRED.

Conrad New York



**FALL ESCAPE**

Seize a seasonal staycation with rates from \$341


**BOOK NOW**





IF YOU HAD 12 HOURS TO EXPLORE,  
WHAT WOULD YOU DO?

RECONSTRUCTURE RECONSTRUCT





[Hi, Michael](#)
[Acc't ending: 6031](#)
[Points: 0](#)
[Real Member!](#)


## FALL SAVINGS

Give yourself something to look forward to this fall with a weekend getaway at participating hotels in the US and Canada. Book at least seven days in advance to enjoy up to 20% off your stay.

[START PLANNING >>](#)



LOOK FOR  **SAVE MORE** TO INDICATE MEMBERS ONLY RATE EXCLUSIVE [LEARN MORE](#)





[Hi, Michael](#)
[Acc't ending: 6031](#)
[Points: 0](#)
[Real Member!](#)


## COOL WEATHER, HOT SAVINGS

As the weather begins to change, Country Inn & Suites by Carlson<sup>SM</sup> invites you to save 15% this fall on your stay of two or more nights through October 31, 2017.


[BOOK NOW >>](#)



LOOK FOR  **SAVE MORE** TO INDICATE MEMBERS ONLY RATE EXCLUSIVE [LEARN MORE](#)




[PL Website](#)
[About us/Join Us](#)
[Privacy Policy](#)
[Red Member](#)



## EXPERIENCE THE CHANGING LEAVES

Visit some of the best places across the country to enjoy the vibrant colors of the season. Rent a car, pack a camera and your favorite road-trip partner and get ready for the fall foliage.


### EXPLORE OUR LIST BELOW:



**RADISSON HOTEL  
DENVER CENTRAL**

Take a day trip to the world famous Aspen Highlands, named after its remarkable trees that have a rich yellow hue in the fall and welcome for its spectators


[Book now >](#)



**PARK INN BY RADISSON  
WILLIAMSBURG HISTORIC**

Take early and make your way toward the first Ridge Parkway, a 40-mile drive along with the northern gateway at the Shenandoah National Park


[Book now >](#)



**COUNTRY INNS & SUITES MARQUETTE**

Visit a car and drive along 40-50 for the views of naturally, Traverse Lake Superior. Carry and bring back. Make a photo stop in Chippew Lake


[Book now >](#)



**RADISSON HOTEL  
ALBANY**

Take early to the Catskills, for over 6,000 square miles of their systems and over 100 species of native trees or visit the winding tracks of the Adirondacks


[Book now >](#)



**RADISSON BLU  
MINNEAPOLIS DOWNTOWN**

A city break with a view. Take a day trip to Lake Superior and along the great for fall scenery or spend the day in the largest observation or at one of the local wineries or parks


[Book now >](#)



**COUNTRY INNS & SUITES GATLINBURG**

Visit the Great Smoky Mountains, home to over 800 miles of scenic roads and trails and over 100 species of native trees or enjoy a breathtaking display of autumnal forest colors

[Book now >](#)

LOOK FOR  TO INDICATE MEMBERS ONLY RATE EXCLUSIONS [VIEW MORE](#)

**1**

**Windy City weekends**

With distinctive dining, championship sports teams, and renowned museums, Chicago will blow your mind. [Let's Go!](#)

**2**

**Discover the District**

From historic neighborhoods, restaurants and shopping, there's an exciting life outside. [Learn More >](#)

**3**

**Los Angeles is calling**

Discover > A your way this fall with savings up to 15%. [Save Now >](#)

**4**

**Las Vegas escapes**

From dancing and entertainment and casino action to world-class dining and shopping, your Las Vegas getaway is sure to be anything but ordinary. [Explore >](#)

**5**

**Canada turns 150**

Come for the celebrations, stay for the spectacular. Celebrate Canada's 150th birthday with a large Red Hat getaway. [Get Ready >](#)

# A new season of inspiration.

Unforgettable moments don't happen often. Make lasting memories when you upgrade to a suite at one of our award-winning resorts. Plus you'll save 10% on our best beds and over 3000 bonus Starpoints®.

**EXPLORE NOW >**

## Fall city picks.

**NAPA**

Nestled amongst world-class wineries, the Accents & Linens® Collection hotel, Napa Valley, provides a relaxing escape that reflects the art of hospitality.

**LET'S GO**

**SAVANNAH**

Situated on the banks of the Savannah River with views of downtown, The Westin Savannah Harbor Golf Resort spans the greatest southern retreat.

**LET'S GO**

## Ski into savings.

Book your ski season getaway by October 31st and enjoy our best rates in Val, Aspen®, Telluride and more.

**LEARN MORE >**

## Select your perfect getaway.

**RELAX AT THE SPA**

Take time to relax and recharge at the spa.

**MOUNTAIN ACTIVITIES**

Family-friendly vacations perfect for kids.

**PLAY IN THE SAND**

Explore the most pristine beaches in Hawaii.

**TEE OFF**

Take to the greens at our world-class golf courses.



# New season, new adventures.

Enjoy free nights, up to a \$200 credit and a room upgrade at luxurious resorts across North and Latin America. Plus, discover five more reasons to go away.

## 1 Crisp mountain air.

Whether your goal is a relaxing weekend or an adventure-filled adventure, a mountain getaway is the perfect place to go for year-round fun. [Discover](#)

## 2 Luxury in Las Halcandas.

Experience life in the desert at Miravalles, an all-inclusive resort that offers breathtaking views, a cultural show and an unparalleled dining experience. [See More](#)

## 3 Ski season dreaming.

Ski season is just ahead of the corner. Plan ahead and book your winter mountain getaway to an [SPT](#) resort today. [Learn More](#)

## 4 Epic Golf Getaways.

Am up your golf game or share your love of golf with your family. From Hawaii to Costa Rica, make this the golf getaway you've never forgot. [Go](#)

## 5 Spa retreats.

Get back to your spiritual flow, tranquility of mind, body and spirit with a getaway. Unlike any other in our most beautiful locations. [Learn More](#)

# PARTNER SUPPORT

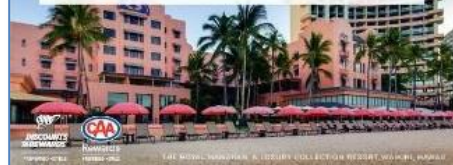
spg. Starwood Preferred Guest

**Your stay.  
Your call.**

**SELECT THE WAY YOU SAVE  
WITH AAA/CAA**





From Hawaii to New York City and more,  
the options are endless across  
our more than 1,300 hotels worldwide.  
Save up to 15% off  
our best available rates, daily breakfast for two,  
resort credits and more.

**SAVE NOW**



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**just for you**  
check out our partner offers

<p>share your opinion and earn 1,250 Bonus Points eRewards</p>  <p>learn more</p>	<p>reward yourself with 500 Bonus Points eMiles</p>  <p>learn more</p>
<p>earn points with one of our many partners</p>  <p>learn more</p>	<p>earn up to 75k points Terms Apply</p>  <p>learn more</p>

join the weekenders,  
book direct at [Hilton.com](https://www.hilton.com)

FROM USD  
**\$104**  
PER ROOM PER NIGHT\*

Hilton HONORS account login

**drive away with  
savings**  
when you rent a car with  
Alamo, Enterprise, or National

**let's go**



Alamo Enterprise National

Hilton HONORS account login

**fill up  
on points**  
earn 500 per rental plus  
500 points a day on a car rental

**let's go**



Alamo Enterprise National



**Get a \$20 statement credit for  
spending \$50 or more in a  
single purchase at Whole  
Foods Market® with your Hyatt  
Credit Card.**


Register your Hyatt Credit Card and make a \$50+  
purchase by September 25, 2017. One per person. See  
Terms below.

**REGISTER NOW**



# WEEKLY/ WEEKEND DEALS

**WORLD OF HYATT**



## You're one click away from a Weekend Getaway

Get away this weekend. Check in on September 21, 22 or 23 to enjoy this week's deals.

[LET'S GO](#)

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nothing beats the perfect family weekend

join the fun



**Join the family weekenders with breakfast, premium wifi and late checkout\***

book the lowest price at [Hilton.com](#)

**Hilton** [VIEW OFFERS](#)

*Follow YOUR TEAM*

MAKE IT A 3-DAY WEEKEND AND SAVE 50% ON SUNDAYS

[I'M READY](#)

REACH GREAT HEIGHTS WITH EMPIRE STATE BUILDING TICKETS

START EARNING 2X HILTON HONORS POINTS DURING YOUR NEXT STAY

EXTEND YOUR WEEKEND FOR LESS: SAVE 50% ON SUNDAY NIGHT

SAVOR SACRAMENTO WITH \$25 TO RIO CITY CAFE

limited time offer

earn an **award night**

Plus, 100,000 Hilton Honors Bonus Points

[learn more](#)

Terms Apply Offer ends 10/4/2017

**spg.hot escapes**

**LIMITED TIME OFFER**

## 3 DAYS TO BOOK

**SPG\* MEMBERS UP TO 20% | NON-MEMBERS UP TO 15%**


Save on stays over the next 6 weeks in New York, Georgia, California and more exciting destinations.

[SAVE NOW >](#)

W New York - Times Square

WEBSITE GOES LIVE EVERY WEDNESDAY AT 6:00 PM HONG KONG / 10:00 AM GREENWICH MEAN TIME / 6:00 AM EASTERN TIME

**spg.hot escapes**



Escape with weekly savings.

**BOOK BY SATURDAY**

- SPG\* members save up to 20%
- Non-members save up to 15%

[BOOK THIS MINUTE](#)

Check [spg.com/escapes](#)\* every Wednesday to see new hotels and resorts


f LIKE US ON FACEBOOK FOR THE FIRST LOOK AT OUR LATEST DEALS

# MEMBER RATES

## Abandoned Search

spg.  
Starwood  
Preferred  
Guest

Trouble viewing this email? View it in your browser  
To ensure you receive future e-mails, please add [accustservice@starwoodhotels.com](mailto:accustservice@starwoodhotels.com) to your address book.



Book right here for SPG Member Exclusive Rates.

COMPLETE BOOKING

It looks like you left without completing your booking. Here's a great reason to come back and book: Lock in our lowest rates with SPG Member Exclusive Rates — the best available rate at SPG hotels and resorts. Book right here on our site, and, as an SPG member, you'll also get free Wi-Fi and earn Starpoints® for your stay.

COMPLETE BOOKING > Learn about our SPG MEMBER EXCLUSIVE RATES >

## Acquisition

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always get the  
**lowest price**  
with Hilton Honors.  
Join today - it's fast,  
easy & free.

join now

Diplomat Resort & Spa Hollywood, Curio Collection by Hilton, Florida, USA

Plus, enjoy other instant benefits on every stay

- Free Wi-Fi\*
- Digital Check-in\*\*
- Choose Your Room\*\*\*
- Points towards Free Nights

Hilton  
HONORS

account login

always  
pay less as a Hilton Honors member when you book through the app or at Hilton.com.

book now


AlRayyan Hotel Doha, Curio Collection by Hilton

get in the know.  
next up we'll show you all the ways the Hilton Honors app can make your travel easier.

Hilton Honors members get instant benefits when booking at Hilton.com

- guaranteed discount\*
- free wi-fi\*\*
- digital check-in\*\*\*
- points towards free nights

Club  
CARLSON



LOOK FOR %**SAVE MORE** TO INDICATE MEMBERS ONLY RATE EXCLUSIVE GET MORE

All Carlson mailings have featured member rates in footer since Apr '17

# NEW LOCATIONS & RENOVATIONS



Previously booked location  
renovations and % discount



New property &  
locale draws

New properties,  
renovations, &  
upcoming openings



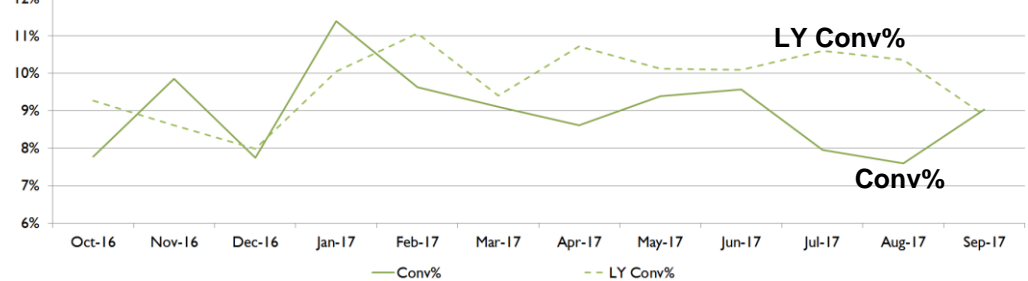
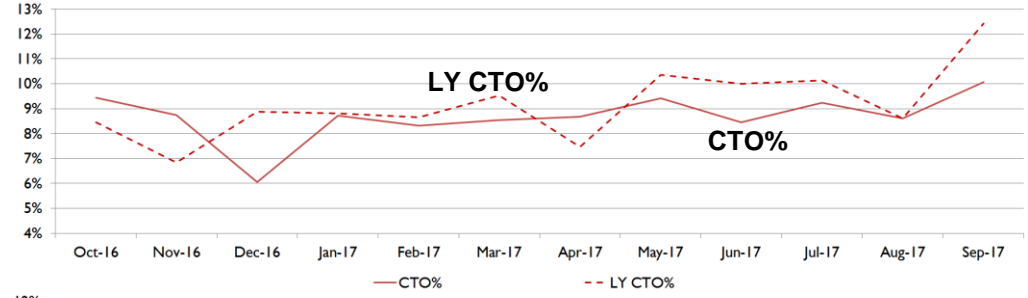
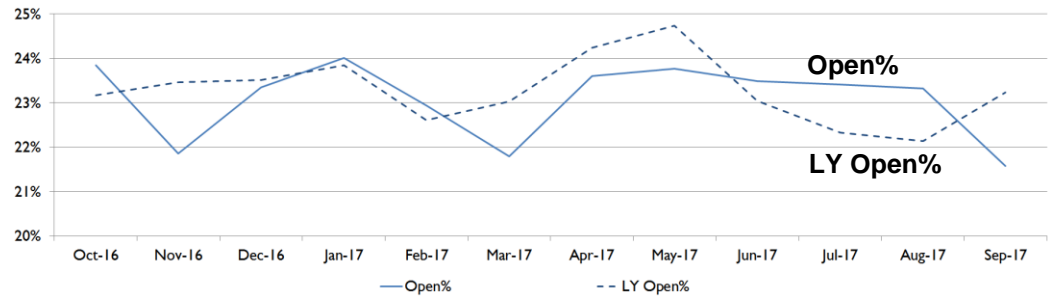


THANK YOU!



# APPENDIX

# CONV% UP 19% MOM AND 2% YOY



**Open%** was the lowest since Apr '13

**CTO%** was the highest since Sep '16

**Conv%** was up 19% MoM, 2% YoY, and 2% above the 12-month avg

		Program	eNews	Hotel Specials	Dest.	Reg. Con. Solos	Lifecycle	MRCC
Engagement	Open Rate	22.8% 0.1 pts	25.0% 2.0 pts	18.0% -0.9 pts	21.6% -0.8 pts	55.1% -1.6 pts	32.5% -4.4 pts	21.5% -0.4 pts
	Click to Open Rate	9.9% 1.2 pts	15.9% 1.5 pts	8.0% -0.1 pts	6.0% 0.4 pts	7.7% -1.0 pts	26.4% 8.9 pts	2.3% -0.5 pts
Financial	Conversion Rate	7.9% -1.4 pts	8.7% -1.2 pts	8.0% -0.7 pts	5.4% -1.9 pts	24.9% -0.4 pts	4.8% -2.4 pts	7.6% -2.1 pts
	Bookings per Delivered(K)	1.8 -3.3%	3.4 2.7%	1.1 -13.7%	0.7 -23.2%	10.6 -15.2%	4.1 -11.6%	0.4 -35.9%

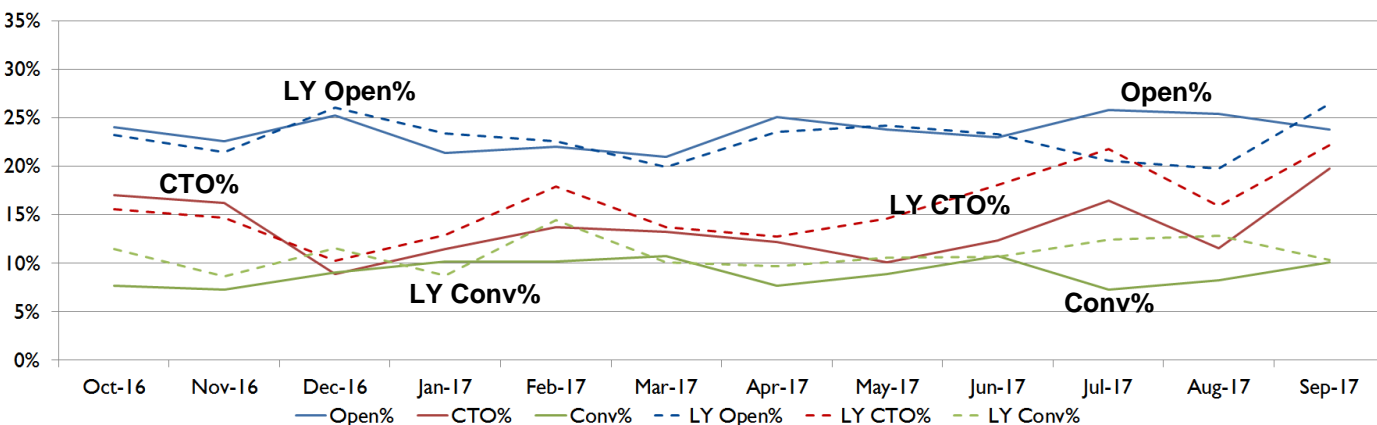
Note: Using EIR Financial Data

Campaign	Template 2.0 Switch Date	Template 2.0 Data
MB Registration Confirmation	06/28/17	7/1/17 - 9/30/17
Abandoned Search	06/28/17	6/28/17 - 9/30/17
Achiever	06/28/17	6/28/17 - 9/30/17
Renwer	06/28/17	6/28/17 - 9/30/17
Lifetime Achiever	06/28/17	6/28/17 - 9/30/17
Welcome Points Series	06/28/17	7/1/17 - 9/30/17
Welcome Miles Series	06/28/17	7/1/17 - 9/30/17
Welcome Existing	06/28/17	7/1/17 - 9/30/17
Welcome Double Opt-in	06/28/17	7/1/17 - 9/30/17
Welcome Flipper	06/28/17	7/1/17 - 9/30/17
Welcome Non-Member	06/28/17	7/1/17 - 9/30/17
eNews	07/06/17	Jul '17 - Sep '17
Destinations	07/14/17	Jul '17 - Sep '17
MRCC Dom/Can	07/18/17	Jul '17 - Sep '17
Hotel Specials	07/25/17	Jul '17 - Sep '17
Post Redemption	08/16/17	8/16/17-9/30/17
Near Level	08/16/17	8/16/17-9/30/17
MRCC Qtr Newsletter	08/17/17	Aug '17
MRCC Anniversary	09/29/17	Sep '17
MRCC Free Night Certificate	09/29/17	Sep '17

\*KPI's based off  $\Delta$  between 12-month avg (Jun '16-May '17) vs various template 2.0 time tables

# ADDITIONAL SEPTEMBER 2017 CAMPAIGN REVIEWS

# SEP '17 ENEWS EMAIL KPI TRENDS



**BPK** was the highest since Sep '16

**Open%** was slightly above 12-month avg; a subject line test was conducted with a statistically significant winner:

- **Your Account: New MegaBonus Has Arrived (37.2%)**
- **Your Account: Earn a Free Night (34.6%)**
- **Your Account: New MegaBonus! Earn a Free Night (34.5%)**

**CTO%** was the highest since Sep '16

**Conv%** was 13% above the 12-month avg and up 23% MoM

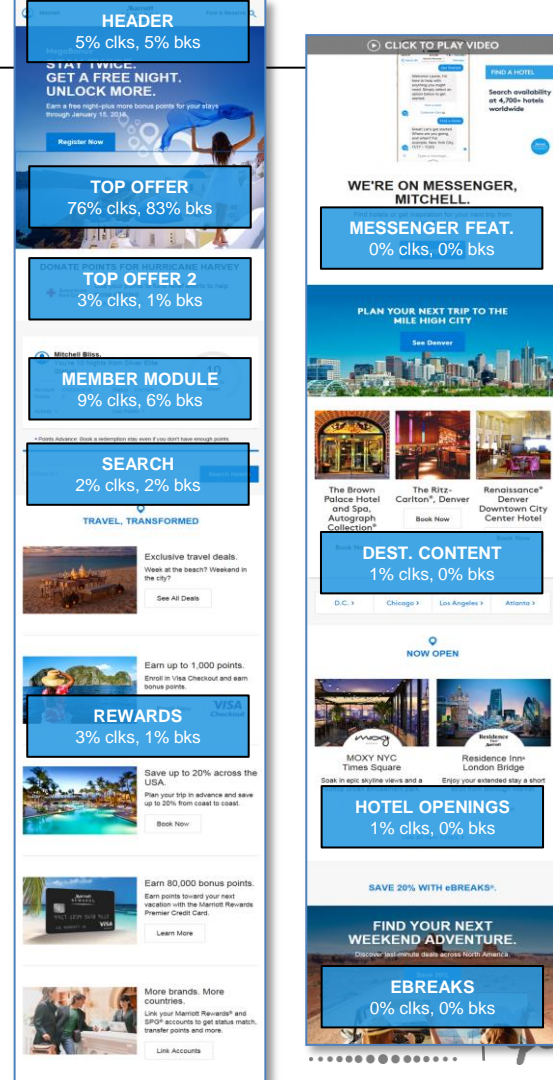
# SEPTEMBER '17 ENEWS SECTIONS

September eNews announced Fall MegaBonus and generated 211K more clicks than the 12-month avg & the 4<sup>th</sup> highest click volume since May '13

- Top Offer section generated the 2<sup>nd</sup> highest click volume since Jun '13
  - 'MB Register' offer accounted for 99% of Top Offer clicks and was sent to 84% of the total audience (Click% = 4.0%)
    - MegaBonus generated more clicks and a higher % of clicks than any MegaBonus offer before Sep '13
- All other section click volumes were below their respective 12-month avgs
  - Rewards section generated the fewest clicks since Nov '14
    - 'SPG Link' offer was served to 13% of the audience and generated a 0.1% Click%
  - 'Messenger Feature' was served to 86% of the audience and generated a 0.01% Click%
  - eBreaks click volume and % of clicks was the lowest since it was first being featured (Apr '16)
  - Both 'Search' and 'Header' sections accounted for the lowest % of clicks since before Jan '16
  - Member Module generated the lowest click volume & % of clicks since first being featured
  - Destinations Navigation Bar and Destinations Propensity module generated the lowest click volumes and % of clicks since first being featured

Conv% was 25% above the 12-month avg

- Top Offer section Conv% was 42% above the 12-month avg
  - Conv% was 24% above MB Top Offer avg and generated the most revenue since Jan '15
- Conv% was below avg for all other sections



# SEP '17 ENEWS DESTINATIONS PROPENSITY SECTION ANALYSIS

Dest. Prop. Delivered	Dest. Prop. % of Audience	Dest. Prop. Click%
--------------------------	------------------------------	-----------------------

Sep	40.2%	0.05%
Aug	40.4%	0.12%
Jul	40.6%	0.09%
Jun	41.0%	0.08%
May	41.6%	0.14%


Destinations Propensity exposure and Click% were the lowest since first being featured in May; click engagement may have been cannibalized by MegaBonus top offer




Sep '17 eNews Dest. Propensity	Delivered	Click%
-----------------------------------	-----------	--------

D.C	1.3 M	0.03%
NYC	1.3 M	0.09%
Atlanta	522.4 K	0.03%
San Francisco	340.8 K	0.06%
Phoenix	316.4 K	0.05%
Boston	288.0 K	0.06%
Chicago	276.1 K	0.04%
New Orleans	245.3 K	0.03%
Denver	219.2 K	0.03%
Miami	186.7 K	0.00%
Dallas	140.3 K	0.03%
Savannah	118.5 K	0.09%
Orlando	103.6 K	0.06%
London	44.9 K	0.18%
Caribbean	10.4 K	0.17%
Hawaii	7.4 K	0.22%
Italy	1.8 K	0.71%

**HERO/CTA**  
35% clks, 35% bks

**PLAN YOUR NEXT TRIP TO THE MILE HIGH CITY**  
[See Denver](#)









The Brown Palace Hotel and Spa, Autograph Collection®  
[Book Now](#)

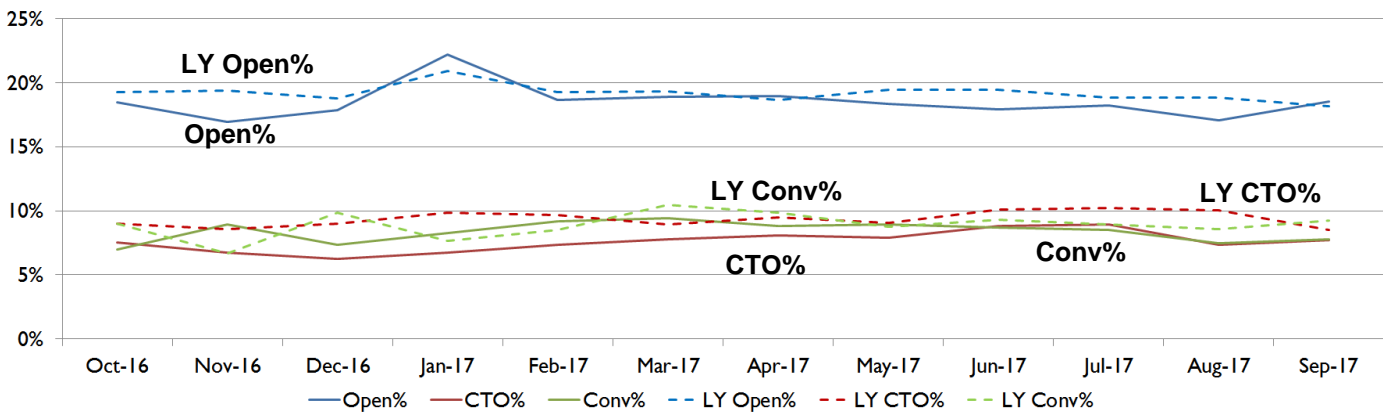
The Ritz-Carlton®, Denver  
[Book Now](#)

Renaissance® Denver Downtown City Center Hotel  
[Book Now](#)

**PROPERTIES**  
65% clks, 65% bks

SEP '17 HOTEL SPECIALS EMAIL  
KPI TRENDS



**Open%** was slightly above the 12-month avg and up MoM/YoY 8% & 2% respectively

**CTO%** was up 4% MoM and 1% above the 12-month avg

**Conv%** was the 2<sup>nd</sup> lowest in 2017 to-date

# SEP '17 HOTEL SPECIALS LINK ANALYSIS

Hotel Specials generated 4.8K (3%) more clicks than the 12-month avg

- Field offers generated 27.8 K (34%) more clicks than the 12-month section avg
  - 'See All Deals CTA' continued to drive more clicks (37% of section) than any other link
- Member Module generated 3% more clicks MoM and slightly more clicks than the Jul+Aug 2017 avg
- Curated Offers generated 809 more clicks MoM
  - '20% off NYC' offer had the highest click engagement (24% of section) and Conv% (5.6%) in the Curated Offers section

All other sections experienced click volume decreases from their respective section avgs

- Moments section click volume was the lowest since first being introduced (Jun '16)
  - 'Little Goat' generated the lowest % of section clicks (15%)
- % of clicks to the MegaBonus offer was the lowest out of any MB offer featured in Middle Offer position
- eBreaks click volume was the lowest since first being introduced (Mar '16) and has been decreasing 25% on avg MoM since May '17

Conv% was the 3<sup>rd</sup> lowest since Jan '16

- Both 'Header' and 'Member Module' Conv%'s were the lowest since template 2.0 retrofit
  - Conv% was 19.7% below the 12-month 'template elements' avg
- 'Filed offers Conv%' is typically ~2% lower than overall mailing; increased click engagement to this section may have impacted total Conv%
- 'Curated Offers' Conv% was the lowest since first being featured (Jul '17)
  - All links generated lower Conv%'s than the section avg
  - 'Gaylord' offer generated the lowest Conv%, along with the least amount of clicks

**Header**  
18% clks, 22% bks

*Winter Deals*

**GET OUT THERE, MITCHELL.**

Atlanta from \$210 • 20% off the holidays in TX • \$100 Spa Credit • spectacular holiday lights

**FIELD OFFERS**  
59% clks, 52% bks

Save 20% on hotel and lunch • up to 10,000 bonus points

Harry Potter from \$110 • includes Harry Potter gift • 20% off A Country Christmas • make lasting memories

**See All Deals**

**Member Module**  
12% clks, 16% bks

**MRCC**  
1% clks, 0% bks

**COLLECT EPIC MOMENTS.**

Take a Country Cruise. Dine and learn with Chef Izard. Get Prime Parade Seats.

Set sail on the Norwegian Pearl with your favorite outlaws. Cook alongside James Beard Award-Winning Chef Stephanie Izard. Enjoy views of the iconic Thanksgiving parade in NYC.

**MOMENTS**  
3% clks, 1% bks

**MIDDLE OFFER**  
2% clks, 5% bks

Book Now. Keep Earning. Earn even more for your stays through January 15, 2018.

**DEST. NAV BAR**  
1% clks, 1% bks

**WE PICKED THESE JUST FOR YOU.**

**SUNSEEKERS SAVE 20%.**  
Head to Florida this fall and save when you book your hotel in advance.

**Save 20%**

**CURATED OFFERS**  
3% clks, 21% bks

Up to 20% off in NYC • 2,500 Points in NOLA

**EBREAKS**  
1% clks, 1% bks

**FIND YOUR NEXT WEEKEND ADVENTURE.**  
Discover last-minute deals across North America.

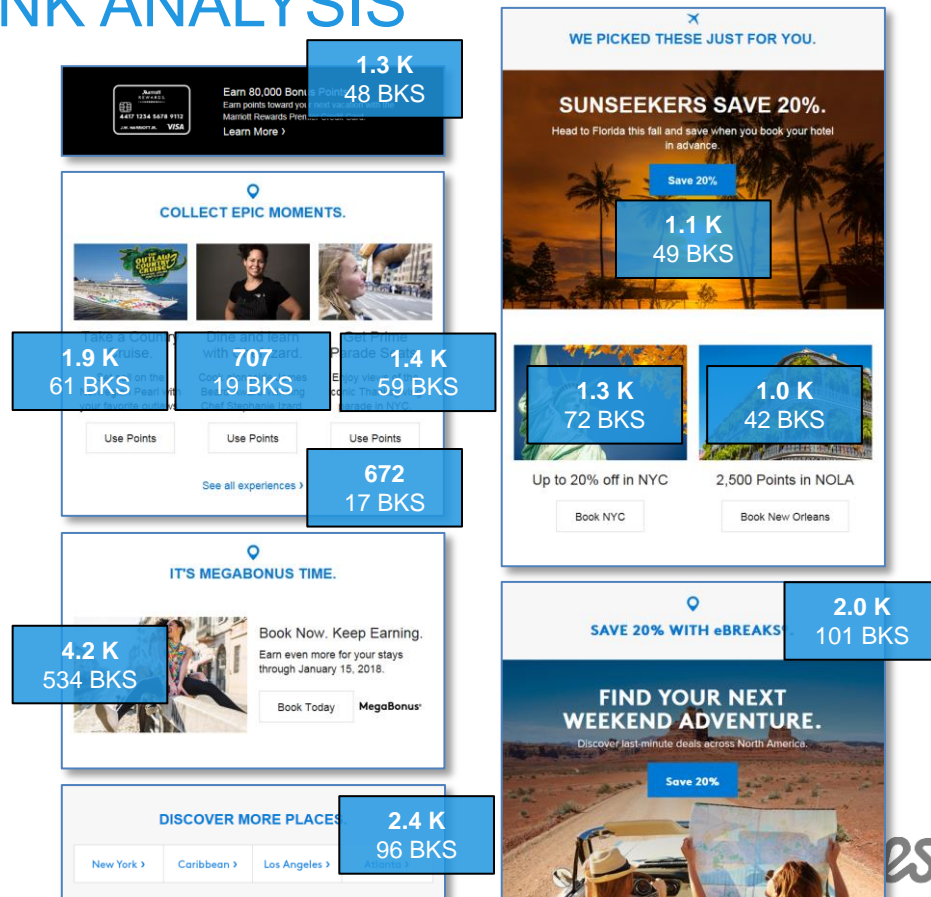
**Save 20%**

# SEP '17 HOTEL SPECIALS LINK ANALYSIS

## Observations

Most clicked content:

- MegaBonus (Middle Offer) 4.2 K
- eBreaks 2.0 K
- Country Cruise (Moments) 1.9 K
- MRCC 1.4 K
- Thanksgiving Parade 1.4K
- 20% Off NYC 1.3K



## HOTEL SPECIALS DAY OF WEEK TEST #2 SHOWS DECLINES IN CTO

Hotel Specials Day of Week	Open%	CTO%
Aug '16 - Jul '17	18.6%	7.9%
Aug '17 + Sep '17	17.8%	7.5%
<b>2017 <math>\Delta</math></b>	<b>-4.5%</b>	<b>-4.2%</b>

In August & September, Hotel Specials was sent out on Friday instead of it's typical Tuesday deployment

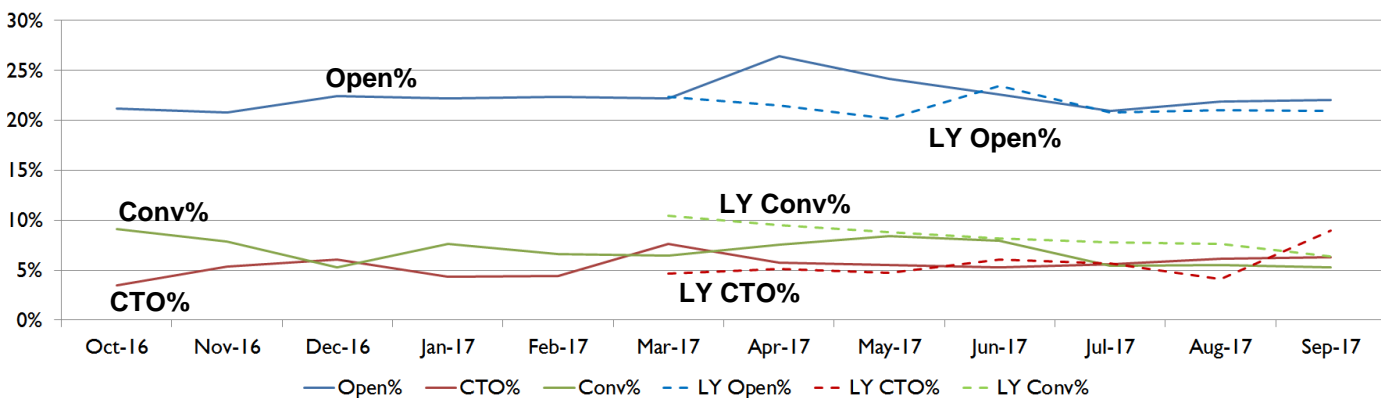
YoY, Aug + Sep Open% decreased 3.8%

- Aug '17 + Sep '17 Open% decrease was 6.4% lower from respective 12-month avg than Aug '16 + Sep '16

YoY, Aug + Sep CTO% decreased 18.8%

- Aug '17 + Sep '17 CTO% decrease was 312.7% lower from respective 12-month avg than Aug '16 + Sep '16

# SEP '17 DESTINATIONS EMAIL KPI TRENDS



**Open%** was 1% below the 12-month avg but up YoY and MoM by 5% & 1% respectively

**CTO%** was the 3<sup>rd</sup> highest since launch (Mar '16)

**Conv%** was the lowest since launch (Mar '16)

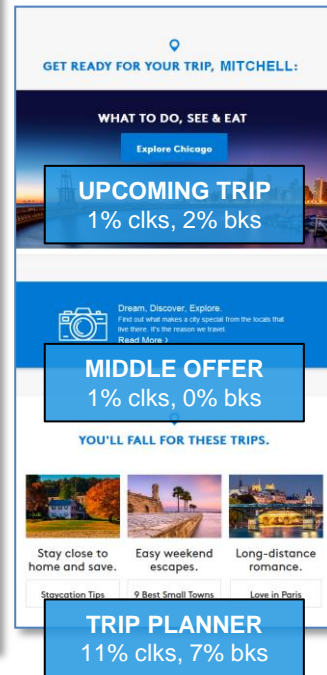
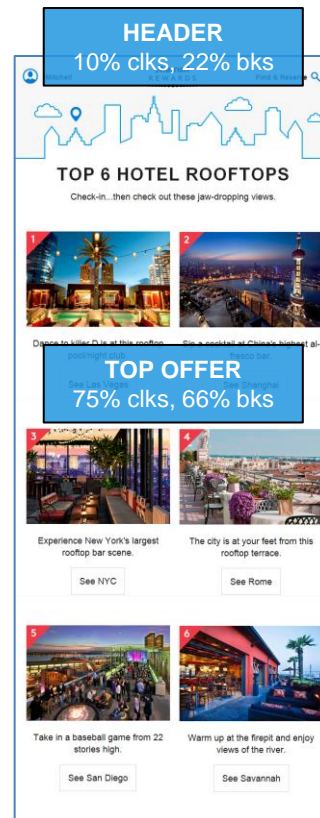
## SEPTEMBER '17 DESTINATIONS LINK ANALYSIS

September Destinations generated 39.5 K (21%) more clicks than the 12-month avg

- Top Offer featured 'Top 6 Hotel Rooftop Pools' and accounted for 75% of clicks; the highest since Destinations launch (Mar'16)
  - The following rooftops attracted the most clicks:
    - NYC – 27% of section clicks
    - Las Vegas – 22% of section clicks
    - Savannah – 17% of section clicks
  - Sep '16 Top Offer featured '6 of Our Favorite Pools' and generated 72% of overall clicks
    - Orlando was the most clicked pool last year
    - Las Vegas generated a similar click volume YoY and was the 2<sup>nd</sup> most clicked pool
- Trip Planner featured 'Fall Trips' and categorized by distance; section generated the 2<sup>nd</sup> highest click volume & % of clicks since Destinations launch
  - 'Small Towns' offer accounted for 59% of section clicks, 'Staycation' accounted for 30%, and Long-Distance 11%
  - In 2017, Trip Planner offers with thematic headline text generate a greater % of clicks than location text
    - Recommendation:** Test trip planner section thematic vs location headline text

Conv% was the lowest since launch

- All sections generated Conv%'s below their respective 12-month avg



# NFL KICK-OFF AND DRIVE BOOKING SOLO'S CONTRIBUTED TO MONTHLY SOLO DECLINES

		Program	Solos
Audience	Total	95.0 M	29.0 M
	Delivered	5.7%	13.6%
	Unsub Rate	0.16% -0.0 pts	0.16% 0.0 pts
	Delivery Rate	99% -0.0 pts	99% 0.2 pts
Engagement	Open Rate	21.6% -1.6 pts	20.5% -3.2 pts
	Opens	20.5 M -1.4%	6.0 M -1.7%
	Click Rate	2.2% 0.1 pts	1.5% -0.9 pts
	Unique Clicks	2.1 M 11.6%	437.4 K -27.8%
	Click to Open Rate	10.1% 1.2 pts	7.3% -2.6 pts
Financial	Bookings	186.4 K 13.0%	50.6 K -15.2%
	RoomNights	426.6 K 10.7%	114.0 K -18.1%
	Revenue	\$66.7 M 13.8%	\$17.8 M -16.0%
	Conversion Rate	9.0% 0.1 pts	11.6% 1.7 pts
	Bookings per Delivered(K)	2.0 6.9%	1.7 -25.3%

Solo **Open%** was the lowest since before Jan '12

- NFL Kick-off & Drive Bookings Open%'s were lower than similar mailings and lower than all other September solos

**CTO%** was the 2<sup>nd</sup> lowest since Apr '16

- MoM, NFL Kick-off Solo CTO% decreased 25% and was lower than all other September Solos

**Conv%** was the highest since Jan '17

- Drive Bookings Solo Conv% was 2% above the solo 12-month avg

September '17 Launches of Note:

- NFL Kick-off (46% of Solos Sep Del.)
- Drive Bookings (36% of Solos Sep Del.)
- MB Reg Con (2% of Solos Sep Del.)
- MB Unlock (0.2% of Solos Sep Del.)

## NFL KICK-OFF

All Mid &amp; High Point

Moments Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
<b>NFL Moments Solos (Sep '17)</b>	<b>13.4 M</b>	<b>7.9 K</b>	<b>\$2.7 M</b>	<b>18.0%</b>	<b>4.1%</b>	<b>8.0%</b>	<b>0.6</b>
Basic - Low Point	9.4 M	911	\$305.8 K	15.7%	2.5%	2.4%	0.1
Basic - Mid Point	1.9 M	944	\$294.3 K	20.2%	4.9%	5.1%	0.5
Basic - High Point	641.3 K	553	\$159.6 K	24.9%	6.0%	5.7%	0.9
Elite - Low Point	248.4 K	161	\$40.6 K	23.2%	4.0%	7.0%	0.6
Elite - Mid Point	374.0 K	1.0 K	\$297.4 K	24.1%	7.7%	13.8%	2.6
Elite - High Point	821.5 K	4.4 K	\$1.6 M	28.7%	10.0%	18.5%	5.3

All High Point

NFL Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
NFL Moments Solos (Sep '17)	13.4 M	7.9 K	\$2.7 M	18.0%	4.1%	8.0%	0.6
NFL Moments Solos (Aug '17)	13.1 M	13.7 K	\$5.0 M	23.3%	5.4%	8.3%	1.1
NFL Shop (Oct '16)	9.9 M	2.9 K	\$1.0 M	19.0%	2.6%	6.0%	0.3
NFL 50-to-50 Winner (Jan '16)	13.2 M	10.7 K	\$3.6 M	22.1%	4.6%	8.1%	0.8
NFL 50-to-50 (Oct '15)	13.0 M	18.1 K	\$6.2 M	21.4%	11.4%	5.7%	1.4

Mid &amp; High Point Elite

START OFF FOOTBALL SEASON LIKE A CHAMP

Maxell® Special Pass partners with us to help you maximize the game day never before. Get ready for some heat, including football fan... it's game time!

Get in the Game

GAME CHANGERS

TODAY ONLY

FOOTBALL FLASH SALE

SAVE UP TO 50% OFF

Shopping at Super Bowl LI, save up to 50% off the last remaining gear. Redeem points for top-branded grills, coolers, portable speakers and more.

Shop Now

Redeem points for top-branded grills, coolers, portable speakers and more.

GET IN ON THE ACTION.

Use your points for game-day access, get right on the field, or treat yourself to a deluxe suite. Exclusive Moments — no shoulder pads required.

Score NFL Moments

\$30 OFF AT NFLSHOP.COM

Kick off the season with merchandise from your favorite NFL teams. Save \$30 on orders of \$100 or more.

Use code [XXXXXXXXXX] at checkout for this one-time, member-only discount.

Shop Now

Go for the Extra Points!

Earn Super Bowl LI points, redeem them on Super Bowl LI merchandise.

Contact and Collect

All Mid &amp; Low Point

GAME CHANGERS

COURTYARD Marriott

YOU COULD WAKE UP AT SUPER BOWL LII

Sleep in a custom Courtyard® Suite inside the stadium the night before Super Bowl LI.

Enter Contest

All Mid &amp; High Point

GET IN ON THE ACTION.

Use your points for game-day access, get right on the field, or treat yourself to a deluxe suite. Exclusive Moments — no shoulder pads required.

Score NFL Moments

Mid &amp; High Point Basics

SAVE 10% AT NFLSHOP.COM

Kick off the season with merchandise from your favorite NFL teams. Use promo code NFLRewards to save 10%.

Shop Now

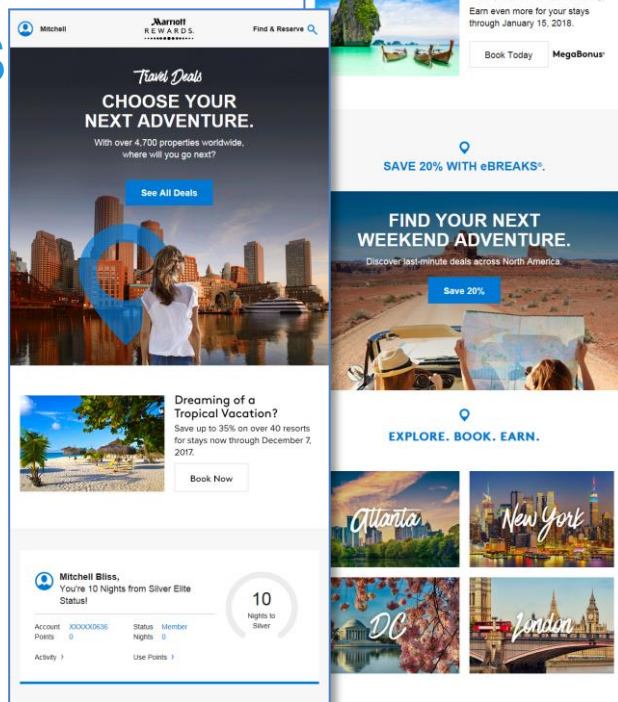
September NFL Solo was segmented into 6 segments based on points (low/mid/high) and status (basic/elite)

NFL Solo Open% decreased 21% MoM

- **Sep Basic SL:** Football Fans: Get in the Game with These Members-Only Experiences
- **Sep Elite SL:** Today Only! Save Up to 50% During Our Football Flash Sale
- **Aug SL:** [FNAME], Take a Look at These Members-Only Moments

NFL Solo CTO% and Conv% decreased 25% & 2% MoM respectively

## DRIVE BOOKINGS



September Drive Bookings Solo featured Travel Deals, MegaBonus, Marriott Vacation Club, and eBreaks

**Open%** decreased 28% MoM and was 27% below the 12-month solo avg; August subject line included 'your' and was personalized

- **Sep SL:** *Save up to 35% on resort vacations.*
- **Aug SL:** *We've found your next vacation, [FNAME].*

**CTO%** decreased 26% MoM and was 31% below the 12-month solo avg

**Conv%** increased 19% MoM and was 2% above the 12-month solo avg

Drive Bookings Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Sep '17	10.5 M	12.6 K	\$4.8 M	17.4%	6.9%	10.0%	1.2
Aug '17	9.6 M	18.3 K	\$6.4 M	24.2%	9.3%	8.4%	1.9
△	8.7%	-31.1%	-26.2%	-27.9%	-26.0%	18.7%	-36.6%

# MB REGISTRATION CONFIRMATION

## Engagement

**57.1%**

Open Rate

**7.8%**

CTO Rate

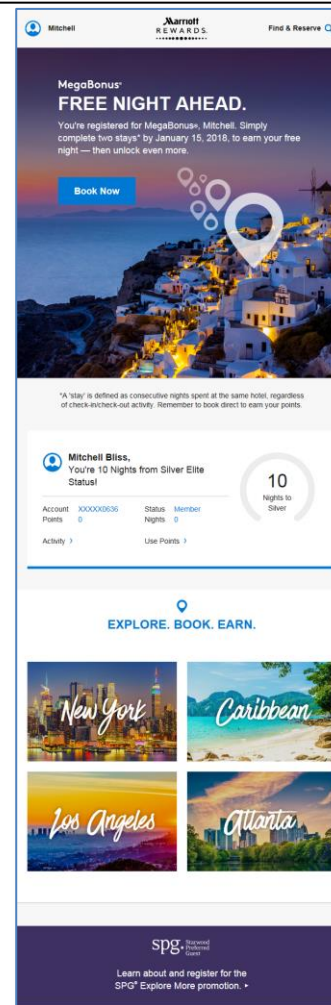
**28.1%**

Conversion Rate

**12.5**

BPK

MB Reg Con Solos: 1st Month Results	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Fall '17	518.8 K	6.5 K	\$2.0 M	57.1%	7.8%	28.1%	12.5
Summer '17	431.5 K	4.4 K	\$1.4 M	59.4%	6.5%	26.5%	10.3
Spring '17	517.7 K	6.1 K	\$2.2 M	57.5%	8.3%	24.7%	11.8
Fall '16	524.6 K	6.9 K	\$2.4 M	68.3%	7.8%	24.7%	13.2



Early results show Fall '17 **BPK** is above other 2017 reg confirmations, however, is down 6% YoY

**Open%** is below the last 3 MegaBonus periods; previous registration confirmation subject lines pertained to points

- **Fall '17 SL:** *You're Registered to Earn a Free Night*
- **Summer '17 SL:** *You're On Your Way to Infinite Points*
- **Spring '17 SL:** *You're Registered to Earn 2X Points*
- **Fall '16 SL:** *Great Choice: [5,000][50,000] Points*

**CTO%** was down slightly YoY

**Conv%** was above the previous 3 MegaBonus periods

# MEGABONUS UNLOCK

## Engagement

**71.9%**  
Open Rate

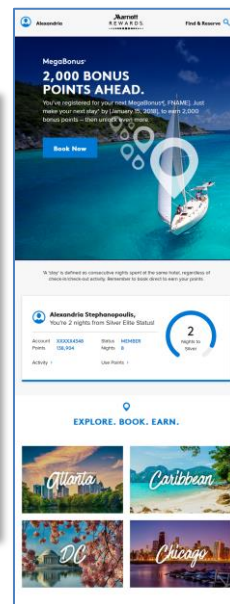
**69.6%**  
CTO Rate

**33.0%**  
Conversion Rate

**165.3**  
BPK

MegaBonus Solos: 1st Month Results	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Fall '17 Unlock	59.9 K	9.9 K	\$3.3 M	71.9%	69.6%	33.0%	165.3
Fall '17 Registration Confirmation	518.8 K	6.5 K	\$2.0 M	57.1%	7.8%	28.1%	12.5
Registration Confirmation Avg.	451.7 K	5.7 K	\$2.1 M	58.7%	8.8%	24.7%	12.7
Achievement Avg.	103.6 K	8.4 K	\$2.9 M	70.9%	44.1%	26.1%	81.4

## Unlock Registration Confirmation



Above average engagement in unlock emails; combined results

Missing campaign results for each email due to set-up issues in Sep; corrected for Oct.

In Unlock, we are using Wylei dynamic content assembly in Top Offer

In Unlock Reg Confirmation, we are using Wylei SmartMatrix image optimization in the bottom module

# A SPIKE IN WELCOME POINTS SERIES VOLUME CAUSED OPEN% & CONV% LOWS

		Program	Lifecycle
Audience	Total	95.0 M	6.5 M
	Delivered	5.7%	14.8%
	Unsub Rate	0.16% -0.0 pts	0.29% 0.0 pts
	Delivery Rate	99% -0.0 pts	97% -0.0 pts
Engagement	Open Rate	21.6% -1.6 pts	29.8% -2.5 pts
	Opens	20.5 M -1.4%	1.9 M 6.0%
	Click Rate	2.2% 0.1 pts	6.9% 1.3 pts
	Unique Clicks	2.1 M 11.6%	446.8 K 40.6%
	Click to Open Rate	10.1% 1.2 pts	23.1% 5.7 pts
Financial	Bookings	186.4 K 13.0%	31.1 K 29.3%
	RoomNights	426.6 K 10.7%	74.9 K 26.6%
	Revenue	\$66.7 M 13.8%	\$11.7 M 30.4%
	Conversion Rate	9.0% 0.1 pts	7.0% -0.6 pts
	Bookings per Delivered(K)	2.0 6.9%	4.8 12.6%

**Open%** was the 3<sup>rd</sup> lowest since Sep '14

- Welcome Miles series Open% was the 2<sup>nd</sup> lowest since Jan '15
  - Welcome & EES1 Open%'s were the 2<sup>nd</sup> lowest since Jan '15
- Welcome Points series Open% was the 3<sup>rd</sup> lowest since Jan '15
  - Welcome, EES2, & EES3 Open%'s were 3<sup>rd</sup> lowest since Jan '15
  - EES1 Open% was 2<sup>nd</sup> lowest since Jan '15
- Onboarding series generated the 2<sup>nd</sup> lowest Open% since launch (Mar '16)
  - Onboarding #1 Open% was the lowest since launch and Onboarding #3 Open% was the 2<sup>nd</sup> lowest
- Hello Again accounted for 8% of Sep lifecycle delivered volume and generated the lowest Open% since Jan '12

**CTO%** was the 2<sup>nd</sup> highest since May '15, but down 2% MoM

- The following campaigns generated the highest CTO% since Jan '16: Post-Redemption, Silver Focus Invitation, SPG Security & Upgrade, New Member Activation
- The following campaigns generated the 2<sup>nd</sup> highest CTO% since Jan '16: Achiever, Anniversary, Lifetime Achiever, Welcome Emails

**Conv%** was the 2<sup>nd</sup> lowest since May '14

- The following campaigns generated the lowest Conv% since Jan '16: Anniversary, Near Level, Non OTA Enrollment, Onboarding series, Post-Redemption, Silver Focus Invitation, SPG Security
- The following campaigns generated the 2<sup>nd</sup> lowest Conv% since Jan '16: Incent Redemption, Reactivation, Welcome Emails

## ELITE OFF-TRACK

Open rates below 2016 average

- Consider subject line test if continued declines

CTOR increased to 35% which is 83% above 2016

Lifecycle: Elite Off-Track	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Unsub%	Bk/Del (K)
2017	187.2 K	4.6 K	\$1.7 M	48.4%	34.5%	14.8%	0.03%	24.8
2016	161.3 K	1.4 K	\$557.4 K	50.8%	6.0%	28.7%	0.02%	8.8
△	16.0%	226.7%	198.4%	-4.7%	472.9%	-48.4%	6.1%	181.5%

