



JUNE 2017 MARRIOTT REWARDS EMAIL PROGRAM REVIEW

August 3rd, 2017

yes

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June '17 Email Campaign Reviews

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JUNE 2017 EMAIL PROGRAM SUMMARY

Program goals

- 9% behind 5 M **Room Night** goal
- **MRCC** acquisitions ahead of forecast due to significant eNews support in prior months

Key initiatives

- First **Template 2.0** migrations launched late June
- **MVP** clicks & bookings fell MoM in it's 3rd month featured

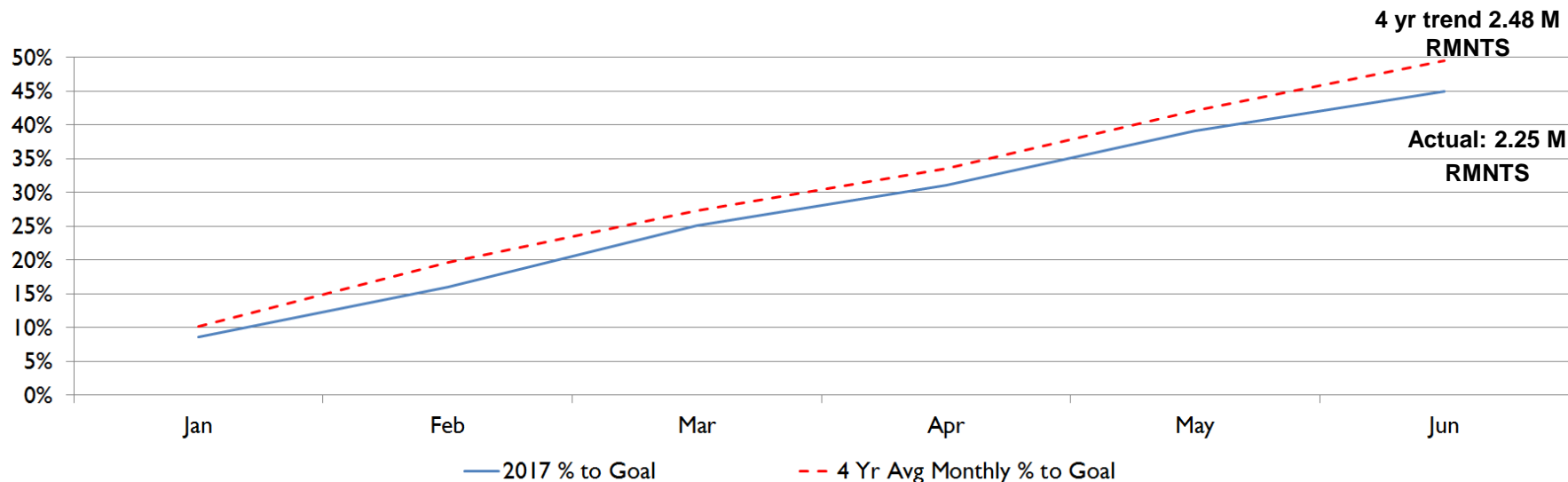
Optimize Email performance

- **eNews** featured MegaBonus & MVP and generated lower than expected performance
- **Destinations** Road Trip theme maintained an above avg Open% but generated below-avg CTO%
- **Hotel Specials** generated the highest CTO% YTD featuring a high amount of non-Field Offer content
- **Member activation** launched to new and inactive members

Test Summary: Subject lines & image testing in eNews

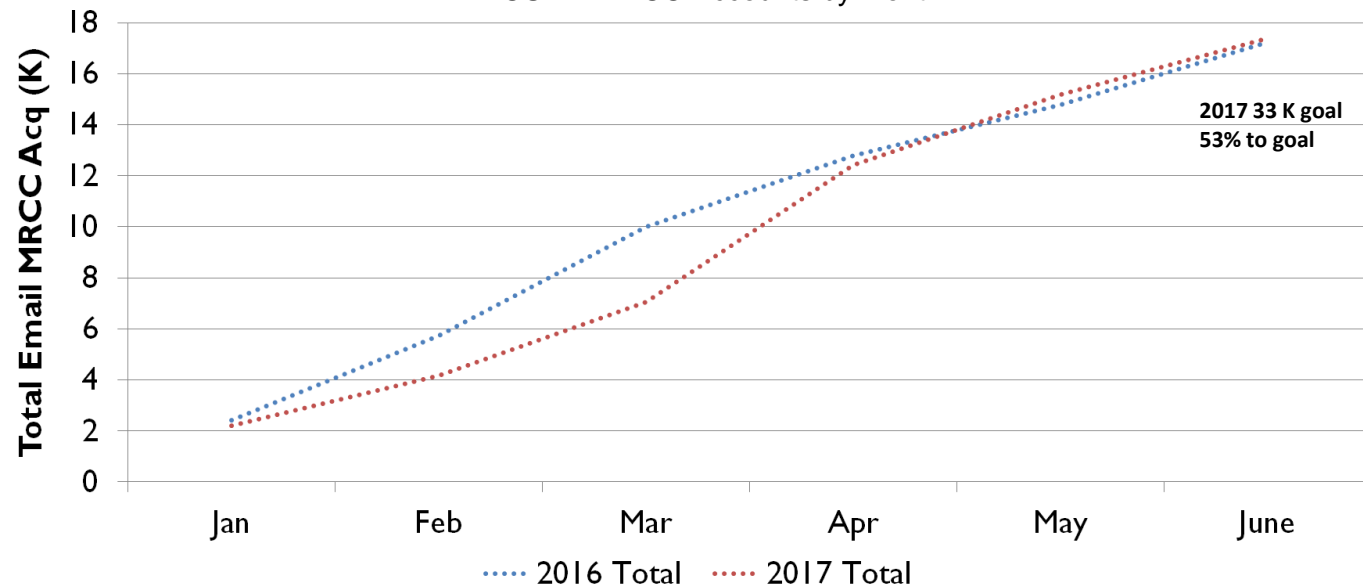
PROGRAM IS 9% BEHIND 5 M ROOM NIGHT GOAL

- As of June, program has generated **2.25 M RN**, 45% of Goal
- 4 Yr trend indicates program should be at 50% by June to achieve forecast
- Note: **Based on EIR data**



MRCC ACQUISITIONS AHEAD OF FORECAST

YTD CUME MRCC Accounts by month



As of June, MRCC accounts are 53% of 33 K goal

Increasing MRCC support...

- Near Level & Post Redemption
- Monthly in eNews (MVP)
- Point expiration & Confirmation email driving YTD highs in accounts

Additional support is likely required to meet goal

		Hotel							
		Program	eNews	Specials	Dest.	Solos	Lifecycle	MRCC	METT
Audience	Audience*	20.4 M +0.9%							
	Total	66.9 M	14.5 M	10.3 M	11.7 M	3.7 M	5.5 M	15.0 M	6.1 M
	Delivered	-24.2%	7.9%	-0.4%	-2.7%	-85.6%	3.0%	-1.0%	3.7%
	Unsub Rate	0.16% -0.0 pts	0.10% -0.0 pts	0.14% -0.0 pts	0.11% -0.0 pts	0.18% 0.0 pts	0.27% -0.0 pts	0.22% -0.0 pts	0.14% -0.1 pts
	Delivery Rate	98% -0.3 pts	98% -1.2 pts	99% 0.0 pts	100% 0.4 pts	98% -1.2 pts	97% 0.3 pts	99% -0.0 pts	96% 0.8 pts
Engagement	Open Rate	23.5% 0.5 pts	23.0% 0.0 pts	17.9% -0.9 pts	22.6% 0.2 pts	34.2% 10.7 pts	31.7% -1.2 pts	22.7% 0.5 pts	23.8% 2.0 pts
	Opens	15.7 M -22.4%	3.3 M 8.0%	1.9 M -5.0%	2.6 M -1.6%	1.3 M -79.1%	1.7 M -0.8%	3.4 M 1.2%	1.4 M 13.3%
	Click Rate	2.0% -0.1 pts	2.8% -0.6 pts	1.6% 0.1 pts	1.2% -0.1 pts	3.9% 1.5 pts	5.6% -0.0 pts	0.7% 0.0 pts	0.9% 0.1 pts
	Unique Clicks	1.3 M -27.5%	413.4 K -9.9%	163.0 K 3.2%	140.3 K -6.6%	144.0 K -76.7%	305.4 K 2.8%	109.6 K 1.1%	53.7 K 17.7%
	Click to Open Rate	8.5% -0.6 pts	12.4% -2.4 pts	8.8% 0.7 pts	5.3% -0.3 pts	11.3% 1.2 pts	17.6% 0.6 pts	3.2% -0.0 pts	3.7% 0.1 pts
Financial	Bookings	127.1 K -26.4%	44.5 K -1.4%	14.2 K 2.8%	11.1 K 1.8%	16.2 K -74.2%	22.7 K -4.2%	11.9 K 2.3%	6.5 K 39.8%
	RoomNights	289.6 K -28.7%	101.7 K -4.2%	31.7 K -0.6%	24.7 K -3.5%	36.8 K -75.0%	55.0 K -7.4%	25.4 K -0.1%	14.4 K 34.0%
	Revenue	\$43.6 M -29.4%	\$15.6 M -3.7%	\$4.7 M -2.2%	\$3.7 M -5.8%	\$5.6 M -74.9%	\$8.1 M -10.4%	\$3.6 M -1.9%	\$2.2 M 34.0%
	Conversion Rate	9.6% 0.2 pts	10.8% 0.9 pts	8.7% -0.0 pts	7.9% 0.7 pts	11.3% 1.1 pts	7.4% -0.5 pts	10.9% 0.1 pts	12.1% 1.9 pts
	Bookings per Delivered(K)	1.9 -2.9%	3.1 -8.6%	1.4 3.2%	1.0 4.6%	4.3 79.7%	4.1 -7.0%	0.8 3.3%	1.1 34.8%

* 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: Using EIR Financial Data

Note: Benchmark is 12-mo. rolling avg

BPK was 3% below the 12-mo. avg due to the 3rd lowest CTO% since May '16 & Solo volume

eNews CTO% was below 12-mo. avg featuring MegaBonus & MVP

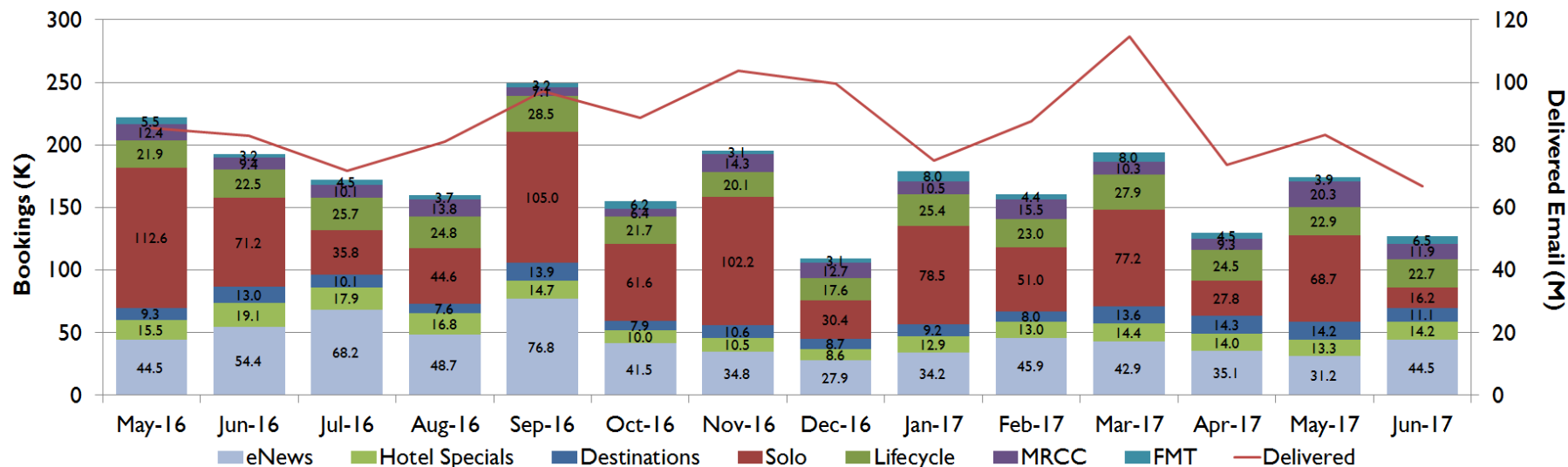
Hotel Specials CTO% was 9% above 12-mo. avg due to NBA Sweeps & MegaBonus

Destinations Road trip theme maintained an above avg Open%; CTO% was 5% below 12-mo. avg

Low **Solo** volume impacted program KPI's and booking volume

Lifecycle Open% was lowest since Nov'15 due to Welcome Open% decreases

LOWEST SOLO BOOKING VOLUME SINCE SEP '15



June Key Solo Mailings

Jun '17: Summer '17 MB Reg Con
 Recurring mailings:
 • Abandoned Search
 • METT

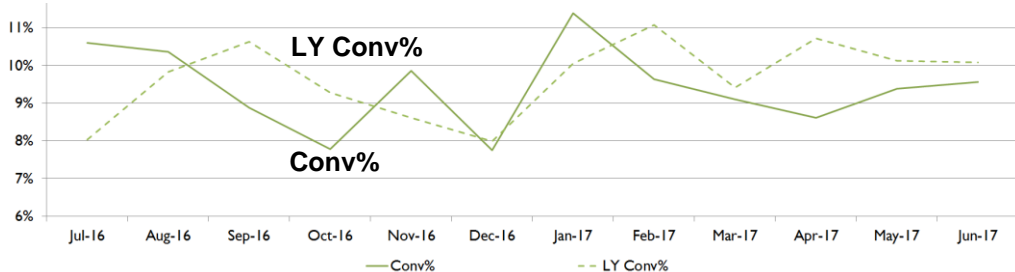
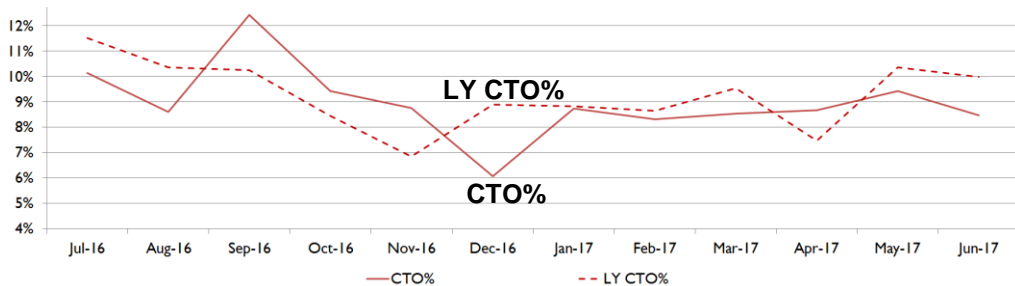
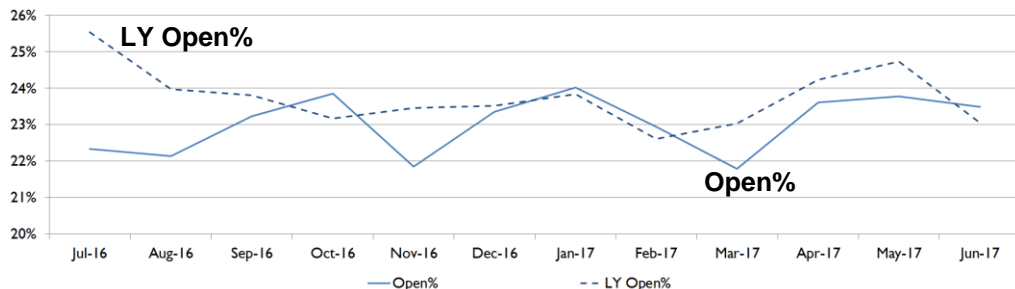
Delivered / Bookings

200 K / 2 K
 564 K / 6 K
 2.4 M / 5 K

Jun '16: Spring '17 MB TTL Earn 336 K / 22 K
 Instagram 9.7 M / 22 K
 Moments Launch 11.2 M / 11 K
 Summer Bonus Reg Con 519 K / 8 K

Delivered / Bookings

DECREASES IN MONTHLY OPEN & CTO%



Open% was up 2% YoY & 2% above the 12-mo. avg

- METT generated the highest Open% since May '16
- Low volume Solos avg higher Open% than large volume
- Destinations continued to generate above avg Open%

CTO% was down 7% YoY and 15% below the 12-mo. avg

- eNews CTO% was 18% below the 12-mo. avg

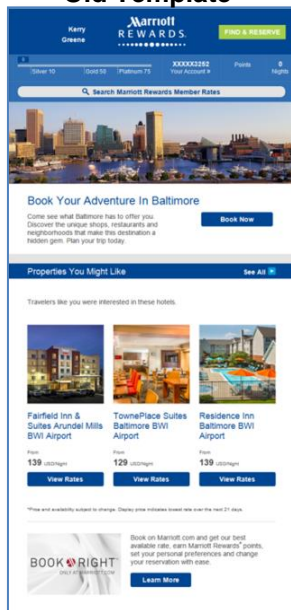
Conv% was 1% above the 12-mo. avg

- eNews Conv% was the highest since Aug '16; high intent from those that clicked

KEY STORYLINES

ABANDONED SEARCH OPEN% & CTO% FELL AFTER TEMPLATE 2.0 MIGRATION

Old Template

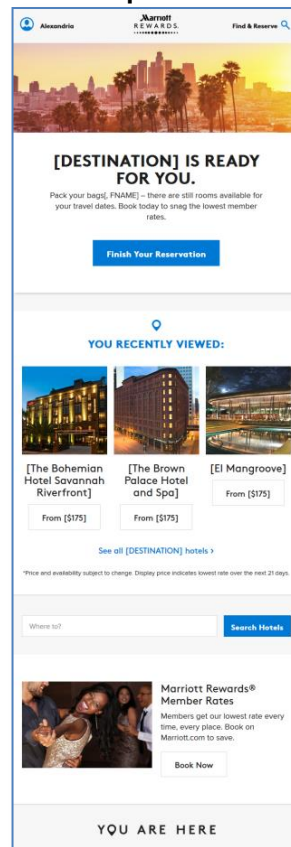


Abandoned Search	Delivered	Open%	CTO%
Pre-Orchestration	1.1 M	44.3%	24.5%
Orchestration	3.8 M	47.5%	17.4%
New Template	316.9 K	43.7%	12.6%

Results Time Periods:

Pre-Orchestration	Jan '16- May '16
Orchestration	Jun '16 – Jun '17
New Template	Jun '17 – Jul '17

Template 2.0



Note: only 2 weeks of Template 2.0 data

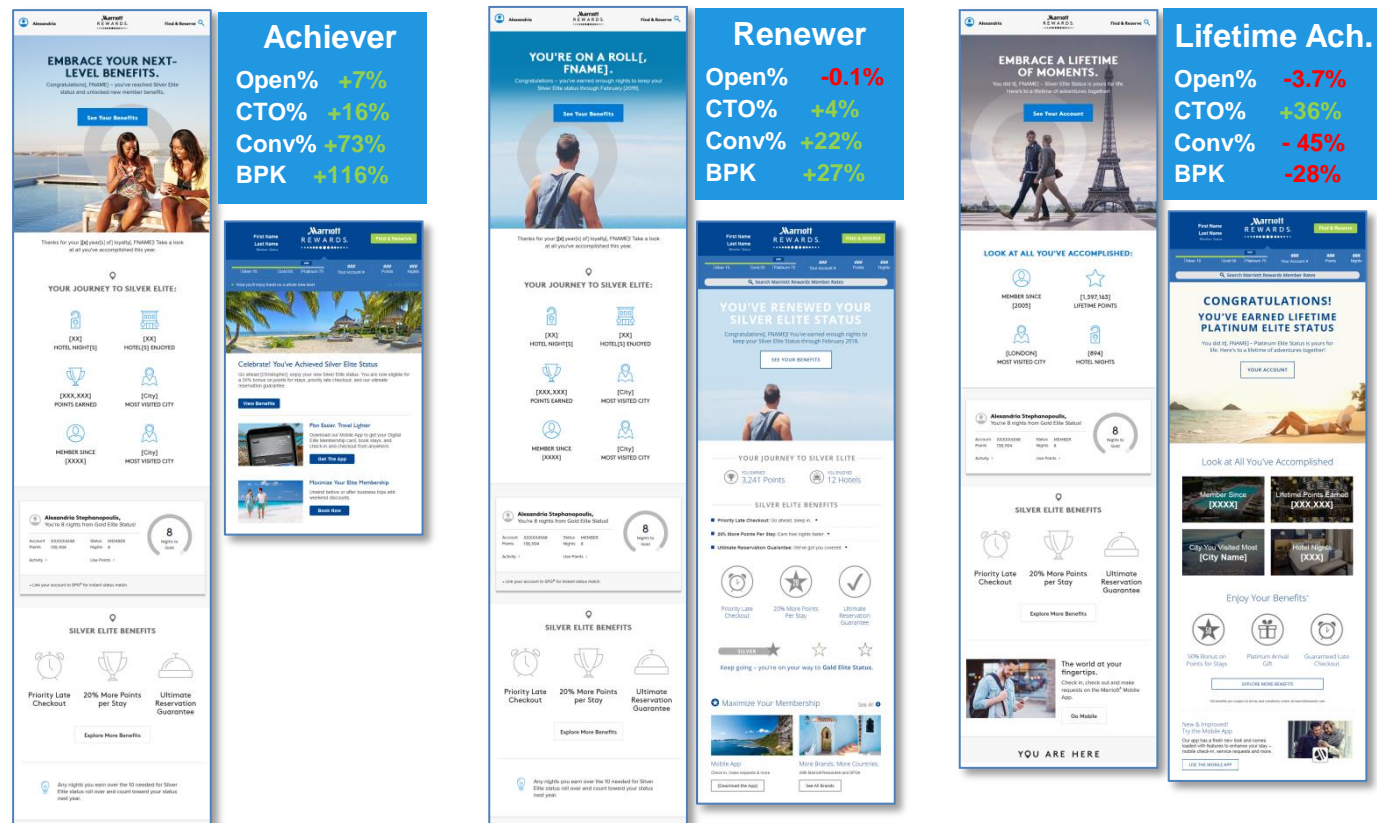
Notable updates

- New header/No account box
- Section header
- Recommended properties CTA
- New Subject line
- Book direct update
- Search Bar location

Next steps

- More data (continue to monitor)
- Link analysis (in progress)
- Understand other touchpoints involved

LIFECYCLE KPIS GENERALLY IMPROVED WITH TEMPLATE 2.0 CONVERSION



6/28: Updated to Template 2.0

- 3 days of data

Initial observations

- CTO% increased in all cases

Loss of account box may be compensated with:

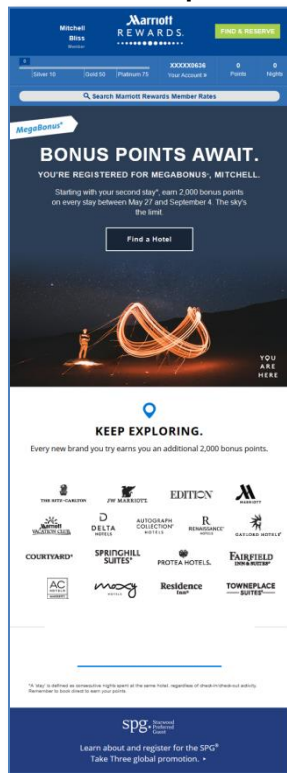
- Member Module
- An increase in compelling content

Recommended analysis:

- Conduct Renewer analysis at elite status level
- Conduct similar analysis for Achiever
- Link analysis for Lifetime achiever

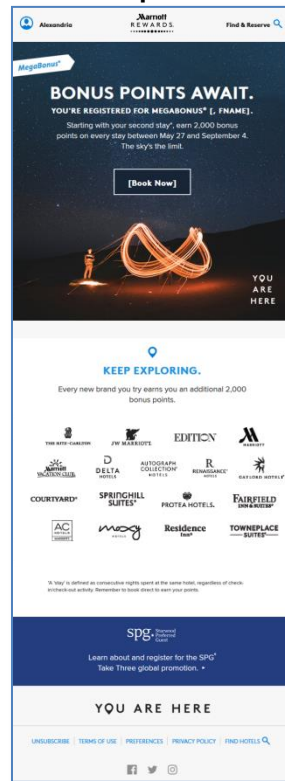
CTO% IMPROVED DESPITE THE LOSS OF THE ACCOUNT BOX FOR MB REG. CONFIRMATION

Old Template



MB Reg Conf △
 Open% = **-11%**
 CTO% = **+23%**
 Conv% = **-21%**
 BPK = **-8%**

Template 2.0



6/28: Updated to Template 2.0

- 3 days of data

Header update/no Account box was the only significant change

CTO% increased 24% after template change

- Results based on 12.1 K delivered, will continue to monitor

Need more data to determine impact of template changes

- Member module may not be required with single-action communications

OPTIMIZE GENERATED A HIGHER CTO% & CONV% AT A SECTION LEVEL

June eNews MVP Offers	Delivered	EIR Bookings	EIR Revenue	Open%	Overall CTO%	MVP CTO%	Overall Conv%	MVP Conv%	Bk/ Del (K)
Optimize	5.0 M	16.8 K	\$5.5 M	23.9%	12.0%	1.6%	11.6%	7.3%	3.3
Random	1.3 M	4.3 K	\$1.4 M	23.9%	11.8%	1.2%	12.1%	6.4%	3.4
BAU	6.4 M	21.4 K	\$6.9 M	23.9%	11.9%	1.4%	11.7%	6.2%	3.3
Total	12.7 M	42.4 K	\$13.8 M	23.9%	11.9%	1.5%	11.7%	6.7%	3.3

Conv% results were mixed: Optimize group Conv% differed at the campaign & MVP section level

- Optimize group generated the lowest campaign level Conv% but the highest MVP section level Conv%

Optimize group generated the highest CTO% on a campaign and MVP section level

Offer quality may not have been as compelling as previous months

MVP GENERATED LOW ENGAGEMENT TO ENEWS SECTIONS

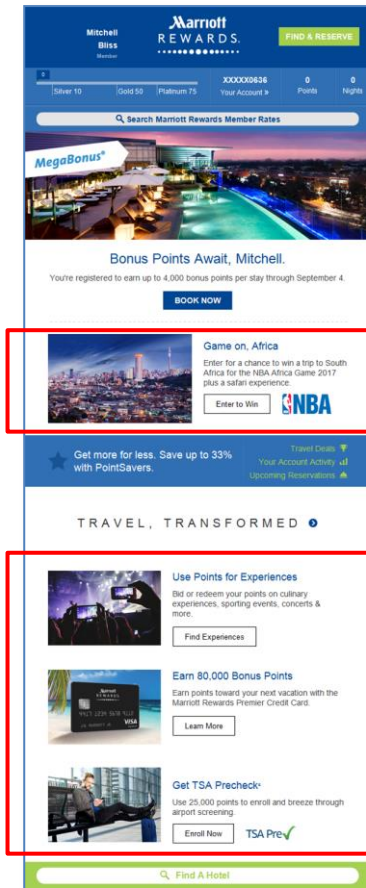
Top Offer 2 section generated:

- 44% fewer clicks & 54% less revenue than the 12-month section avg
- 73% fewer clicks MoM, 80% less revenue

Rewards section generated:

- 52 K fewer clicks & 49% less revenue than the 12-month section avg
- Lowest click volume since Jan '16
- 46% fewer clicks MoM, < 1% less revenue

Top
Offer 2



Rewards

OFFERS IN TOP OFFER2 DID NOT GENERATE THE SAME CLICKS & REVENUE AS MAY

May Top Offer 2		
MVP Group	Clicks	EIR Revenue
OPTIMIZE	35.0 K	\$914.1 K

MRCC-US - earn 100K, last chance	31.6 K	\$785.6 K
Atlantis, receive up to \$500 in resort credits	1.8 K	\$74.3 K
MVC - save 20% at over 50 resorts	1.6 K	\$54.2 K

RANDOM	4.9 K	\$89.1 K
MRCC-US - earn 100K, last chance	2.9 K	\$54.8 K
Atlantis, receive up to \$500 in resort credits	1.1 K	\$20.8 K
MVC - save 20% at over 50 resorts	920	\$13.5 K

BAU	33.2 K	\$761.2 K
MRCC-US - earn 100K, last chance	26.9 K	\$604.6 K
MVC - save 20% at over 50 resorts	3.7 K	\$117.4 K
Atlantis, receive up to \$500 in resort credits	2.7 K	\$39.2 K
May Total	73.1 K	\$1.8 M

June Top Offer 2		
MVP Group	Clicks	EIR Revenue
OPTIMIZE	6.9 K	\$132.4 K

Sweeps - NBA South Africa Game 2017	4.9 K	\$85.9 K
Explore Hawaii	1.0 K	\$13.0 K
Save 20% Across USA	455	\$27.4 K
Exclusive Travel Deals	236	\$492
R-C Club Level	196	\$5.5 K

RANDOM	1.6 K	\$30.6 K
Exclusive Travel Deals	310	\$3.7 K
R-C Club Level	307	\$5.5 K
Sweeps - NBA South Africa Game 2017	284	\$4.6 K
Save 20% Across USA	258	\$9.6 K
Explore Hawaii	241	\$4.7 K
30% off Middle East & Africa	140	\$1.5 K
Europe free breakfast, pay with Visa	45	\$1.2 K

BAU	11.0 K	\$196.1 K
Sweeps - NBA South Africa Game 2017	8.9 K	\$167.0 K
Europe free breakfast, pay with Visa	1.6 K	\$23.7 K
30% off Middle East & Africa	524	\$5.4 K
June Total	19.5 K	\$359.1 K

There were significant differences in clicks & revenue between **Top Offer 2** content from May; considerations:

- Offer type
- MegaBonus cannibalization
- Technical issues?

Differences in offers

- Non-booking CTAs: MRCC generated significantly more clicks & revenue than NBA Sweeps
- May featured more resort offers

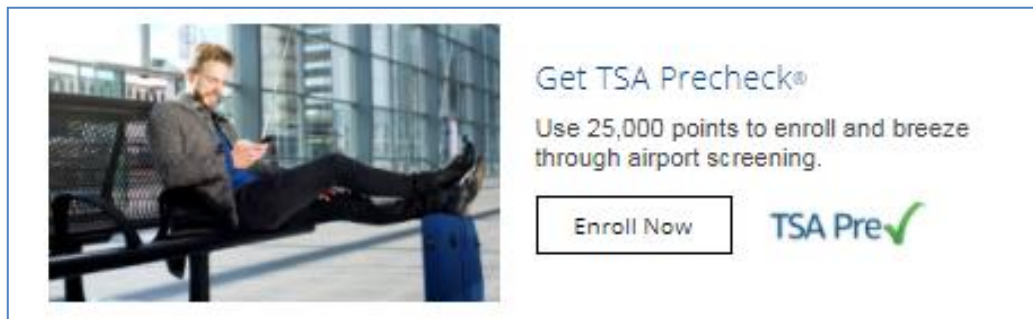
We need to understand the following

- How does new content (e.g. Sweeps) get shown in Optimize group?
- How are Top Offer2 & rewards synchronized?

Reporting requests:

- Offers not showing up in report
- Need month timestamp

TSA PRECHECK OFFER GENERATED THE MOST CLICKS & REVENUE IN JUNE



- Higher revenue per click than most offers in Top Offer 2 & Rewards
- Over 3x the clicks than any other offer in Random group

Can MVP manage exclusion rules?

e.g. Do not serve if member has been to TSA Precheck enrollment confirmation page

June eNews CTO% was 18% below the 12-mo avg

- Typical June monthly CTO% is double digit percentages over 12 month avg
- All sections generated less clicks than respective 12-month avgs(excl Acct box & footer)

Summer MegaBonus has not been as engaging as previous campaigns

- MegaBonus as Top Offer generated the lowest click volume than the prior 3 campaigns

PointSavers as Account Milestone generated below milestone avg clicks

- **May have resonated better with explanation of PointSavers:** *Save 33% on points used for nights*

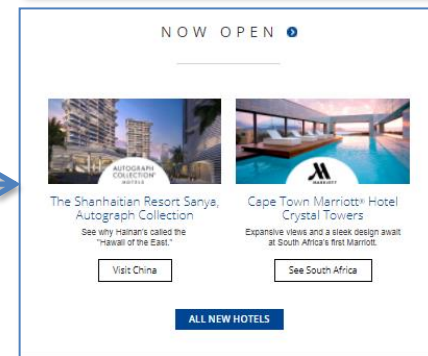
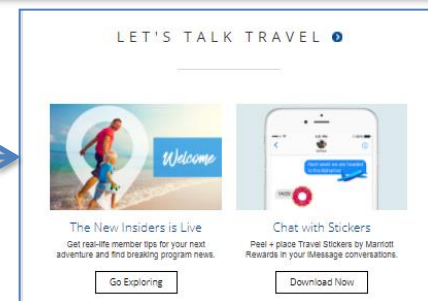
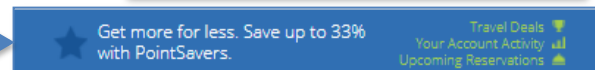
Community content generated the least clicks of any section in June

- 'Travel Sticker' did generate 2x the click volume as New insider

Value of insider may be as a source of content, less attractive as a community to join; may need different positioning to be engaging

Hotel Openings accounted for 31% lower % of clicks than the 12-month section avg

- Sanya, China/Autograph generated 44% fewer clicks than "Cape Town Marriott"
- Sanya also featured in Dec '16 Hotel Openings which generated 26% lower clicks than 2016 section avg



POSITIVE CLICK ENGAGEMENT

1) **Chirpify** as Top Offer content was sent to 18% of the audience and generated the highest Click% of any MegaBonus-alternative top offer since Feb '16

Explore expanding usage as earning content opps or to support social channel push

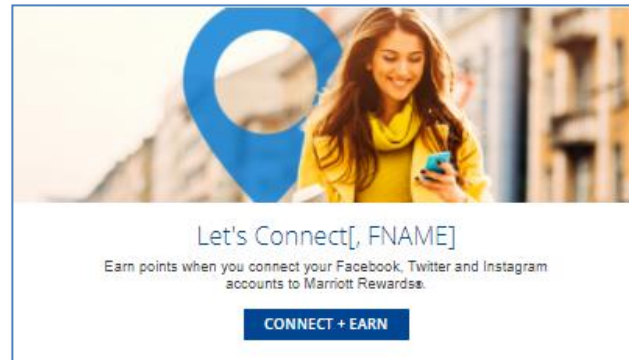
- Planned: Targeting participants vs non-participants
- Earning content (Incent Redemption-Restarters)
- Lead content in re-addition of Social focus in Welcome series

2) Continued success with **First Name** in **Preheader**

- May Pre-header was repeated updated for June
- it generated the most clicks and highest % of clicks since Jan '16

Pre Header: *Hi [FNAME]: Here are your June member updates.*

Test to see impact on Open%



DESTINATIONS PROPENSITY CONTINUED TO GENERATE MORE BOOKINGS THAN CITY SCENE

- Destinations Propensity replaced City Scene & generated a 71% higher Conv%


However, monitor as engagement appeared to decrease MoM

- Compared to May, Destinations Propensity accounted for a 47% lower % of clicks and generated a 28% lower Conv%

June '17 eNews Dest. Propensity	Delivered	Click%
D.C	1.2 M	0.05%
NYC	1.2 M	0.10%
Atlanta	510.2 K	0.05%
San Francisco	331.1 K	0.08%
Phoenix	325.4 K	0.07%
Boston	283.4 K	0.09%
Chicago	271.1 K	0.08%
New Orleans	249.7 K	0.05%
Denver	205.1 K	0.05%
Miami	186.0 K	0.14%
Dallas	138.5 K	0.05%
Savannah	121.0 K	0.21%
Orlando	101.9 K	0.15%
London	42.6 K	0.13%
Caribbean	10.0 K	0.48%
Hawaii	7.2 K	0.32%
Italy	1.8 K	0.62%

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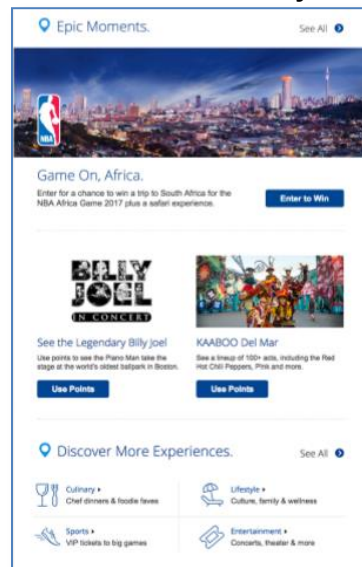
SWEEPSTAKES & MEGABONUS INCREASED CLICK ENGAGEMENT WITH HOTEL SPECIALS

June generated the most clicks in nearly a year; 11K more clicks than the 12-mo. avg

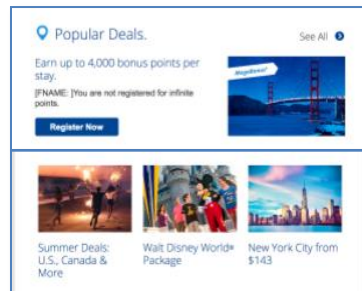
Hotel Specials tends to generate more clicks when MegaBonus & Sweepstakes are featured

- Moments generated ~50% higher click volume than the Getaways 12-mo avg due to:
 - **'NBA Sweepstakes'** generated the most offer clicks in the past 11 months
 - Content correlates with clicks; 'Discover More Experiences' clicks helped the section generate more clicks than the avg Getaways curated offers
- 'Experiences' section generated an 11% higher click volume than the 12-mo. avg
 - MegaBonus offer accounted for 47% of section clicks
 - General 'Summer Deals' generated 2x more clicks than specific Walt Disney & NY packages; **a generic, broad offer may increase click engagement alongside specific locations**

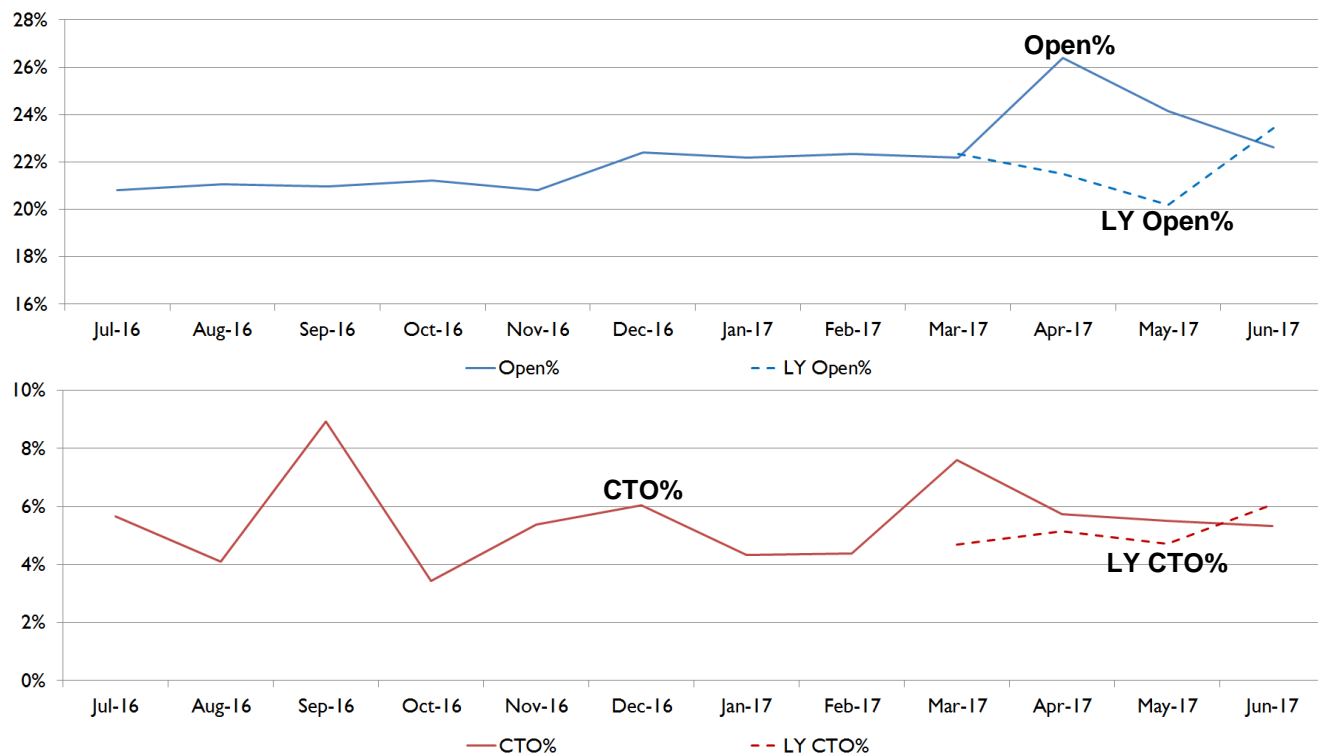
Moments/ 'Getaways'



'Experiences'



OPEN% REMAINED RELATIVELY STABLE WHILE CTO% DECREASED YOY & MOM



Note: Scale of Y-Axis changed to magnify changes

Open% was 1% above the 12-mo. avg

- **Why You Should Take a Summer Road Trip (11.1%)***
- *Why you should take a summer road trip (11.0%)*

Capitalization did not appear to have a significant impact on Open%

CTO% was down 13% YoY and was 5% below the 12-mo. avg

- Significantly less content was featured in the disruptive design

LOWER CTO% MAY HAVE BEEN DUE TO AMOUNT OF CONTENT

Click volume was 11.3% below the 12-mo. avg

'Drives that Wow' generated more clicks (55.1 K) than any other piece of content

- 3rd most single content clicks since Apr'16
- Did not require list of cities or copy to create engagement; **simplicity can work**

The 'Road Trip Personality' quiz generated 60% more clicks than MegaBonus & Hertz offer despite being non-promotion and near bottom content

- **May have been particularly effective in Destinations**

Destinations MegaBonus offer Conv% was 51% & 11% higher than the following Hotel Specials and eNews placements, respectively

- Although **Destinations'** primary focus is not to generate bookings, it **can be an effective platform to support promotional offers with the right positioning**

ACCOUNT BOX
31% clks, 48% bks

SEARCH
7% clks, 8% bks

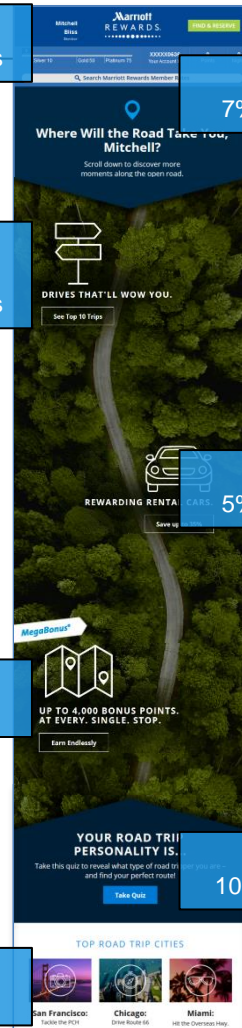
DRIVES THAT WOW
34% clks, 19% bks

HERTZ
5% clks, 3% bks

MEGABONUS
6% clks, 12% bks

QUIZ
10% clks, 7% bks

TRIP PLANNER
6% clks, 3% bks



INCENTIVES CAN INCREASE RESPONSE OF HELLO AGAIN & WINBACK

Based on initial (5-day) results:

- New Member Activation performed well compared to other Lifecycle campaigns:
 - Open% = +4%
 - CTO% = +17%
 - Conv% = -21%

Comparing to similar campaigns like Hello Again, higher Open% and CTO% resulted in a ~ 7x higher BPK

- Hello Again goes out to 50x the audience, an incentive may have an overall larger impact
- Note: Winback is shown for comparison purposes, KPIs are impacted by Gold & Plat-only targeting

June '17 Lifecycle Mailings	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Unsub%	Bk/ Del (K)
New Member Activation	4.0 K	16	\$5.5 K	33.0%	20.6%	5.9%	0.20%	4.0
Hello Again	207.2 K	120	\$48.0 K	5.3%	15.7%	6.9%	0.18%	0.6
Winback	3.4 K	55	\$18.1 K	33.8%	21.5%	22.4%	0.03%	16.3

SL: Get Silver Elite Status And A Free Night
PH: Take your membership to the next level.

First Name
Last Name
Member Status

Marriott
REWARDS

Find & Reserve

Silver 10 Gold 50 Platinum 75

Get upgrades, discounts, specials and more when you're a member.

Upgrade To Silver Elite Status

Take your membership to the next level. Register by xx/xx/xxxx and reach Silver Elite Status instantly for the next three months.

Register Now

Enjoy exclusive Silver Elite benefits including:

- Ultimate reservation guarantee
- Additional 20% bonus on points
- Priority late checkout
- Elite-only offers and much more

Register Now

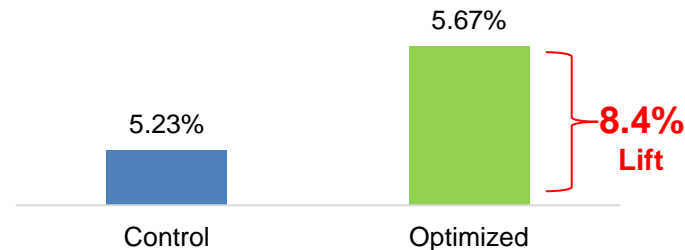
*Free night available for category 1-4 hotels only.

JUNE TESTING SUMMARY

- ENEWS TOP OFFER IMAGE TESTING
- SUBJECT LINE OPTIMIZATION

JUNE ENEWS – MEGABONUS HERO OPTIMIZATION TEST

Optimization Results:



	Opens	Clicks	CTO%	Lift	Significance
Control	185,623	9,714	5.23%		
Optimized	2,761,999	156,678	5.67%	8.40%	98%



Note: The image banner size did not play a significant role in lift.

Objective:

Optimize background image and banner size to determine which combination performed the best.

Criteria:

Optimize using only 1st party Marriott data. 5 background images and 2 banner sizes were provided, resulting in 10 possible variations.

The campaign was divided into Register and Book segments. The campaign optimization was applied to the entire audience and post-campaign analysis was performed on the individual segments.

JUNE ENEWS – MEGABONUS HERO OPTIMIZATION TEST

Where we found the most lift (1st party data only):



Silver and Gold Level
Nights > 5

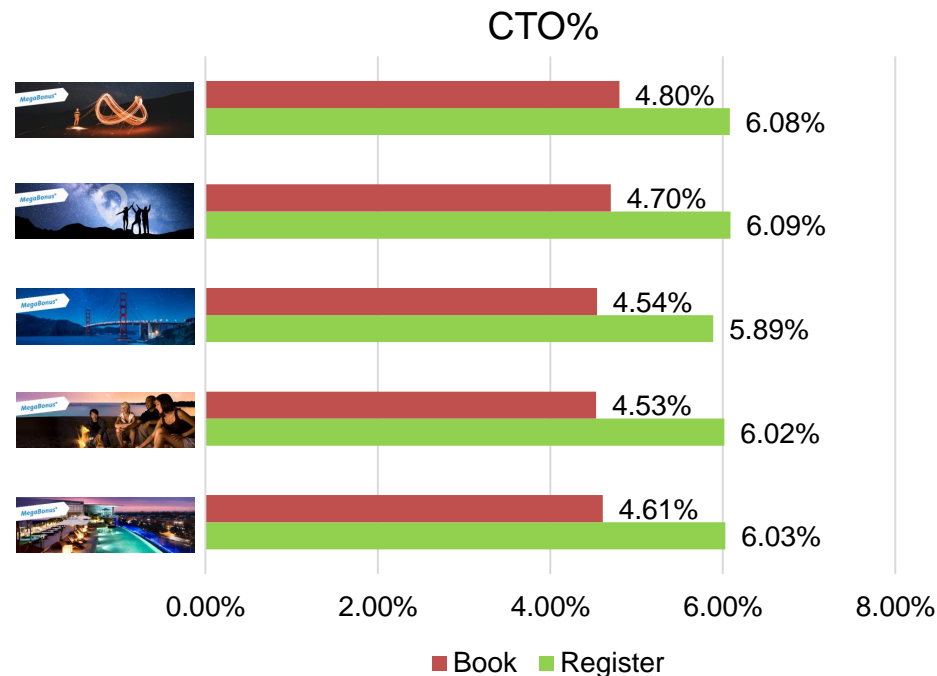


Core (B) Level



Gold Level + with
Points > 80,000

Best Performing Image by Segment



SUBJECT LINE TESTING

Destinations:

- **Why You Should Take a Summer Road Trip (11.1%)***
- Why you should take a summer road trip (11.0%)

Descriptors of winning subject line:

All caps did not appear to generate significant performance difference

KEY TAKEAWAYS

Solos remain significant drivers of overall clicks & revenue

Additional **MRCC** support is needed to meet goal beyond features

Use July data to validate **Template 2.0** initial reads

- Impact of Header & Account Box changes
- Performance of single CTA communications

MVP decisions appeared to create positive impact over BAU & Random but doesn't appear to be impacting overall revenue generated

- Insight into decisioning as well as better reporting will help create insights

Members engaged well with:

- TSA Precheck redemption offer
- Chirpify
- Quiz (Destinations)
- MegaBonus & sweepstakes in Hotel Specials
- First Name in Preheader
- Destinations Propensity in eNews
- Incentive for Reactivation

Not so well with:

- Point Savers
- Insiders & Travel Stickers
- Sanya, China

Test insights

- All caps in subject line copy did not appear to impact Open%

CONTENT TAKEAWAYS

Members engaged well with:

- TSA Precheck redemption offer: Include as pool of highly engaging evergreen offers; create more TSA Precheck content/offers
- Chirpify: Explore expanding usage as earning content opps or to support social channel push
- Quiz (Destinations): continue to explore use of quiz content to create engagement
- MegaBonus & sweepstakes in Hotel Specials: Include non-Field offer content to generate incremental clicks & bookings
- First Name in Preheader: Test to see impact on Open%
- Destinations Propensity in eNews: Monitor if engagement continues to be higher than City Scene
- Incentive for Reactivation

Not so well with:

- Point Savers: May be more effective by focusing on the value of the offering instead of the brand
- Insiders & Travel Stickers: Value of insider may be as a source of content, less attractive as a community to join; may need different positioning to be engaging
- Sanya, China: low engagement to this destination

INDUSTRY INSIGHTS

ENERGY MOMENTS

Father's Day

Customer Rewards | Your Rewards | Your Status

HYATT REGENCY KUNAMALI



FATHER'S DAY BUFFET SPECIAL
15 JUNE 2015

Show your dad how much you appreciate him during this special occasion by treating him with a delicious buffet at Tanjung Rhu Beach.

Father's Day Buffet at MYR 120 nett per person.
Father's Day Dinner Buffet at MYR 150 nett per person.

Speak to one of our associates at Tanjung Rhu Kitchen or call +60 88 222222 for more information.

SPECIAL OFFER




IT'S DAD'S TURN
15 JUNE - 30 JUNE

In honour of Father's Day this month, we are offering a special treatment for your dad.

Treat your special man to a 60 minutes massage relaxant massage and get a 30 minutes complimentary of massage or foot massage.

Speak to one of our associates at Reefing Spa to check all the great best of Spafix. Registry Numbers or call +60 88 222 2222 for more information.

Hari Raya



Salam Aidilfitri
MAAF ZAHIR DAN DATIN

May you have a blessed celebration this festive season with your loved ones filled with utmost peace and abundance of happiness.

THE WESTIN
Tanjung Lina

15th June 2015 (Friday) 18:00 - 20:00 hours
THE WESTIN TANGJUNG LINA, 11, Jalan Pantai Teluk Kemang, 71050 Port Dickson, Negeri Sembilan

Canada's 150th Birthday

Customer Rewards | Your Rewards | Your Status

HYATT

Happy 150th birthday, Canada!
Celebrate Canada's 150th birthday with special offers, exclusive experiences, and more. Celebrate Canada's 150th birthday with special offers, exclusive experiences, and more. Celebrate Canada's 150th birthday with special offers, exclusive experiences, and more.

PLAN MY CANADA TRIP

Visit Thousand Islands National Park
A scenic journey between historic parks, scenic views along the banks of the St. Lawrence River, and the beautiful Thousand Islands National Park. Head to **Adria's Ontario Boardwalk Market** just 30 minutes away for a great experience.

Read trip to Gulf Islands National Park Reserve
The Gulf Islands National Park Reserve is a beautiful area with scenic views, historic sites, and more. Explore coastal hiking trails that lead to hidden coves, and enjoy the beautiful views of the Gulf Islands National Park Reserve.

Admire Georgian Bay Islands National Park
The picturesque scenery of Georgian Bay Islands National Park makes up the southern end of the Great Lakes. Explore the islands and enjoy the beautiful views of the Georgian Bay Islands National Park.

Ready to explore Canada's magnificent parks? Book your Hyatt hotel now.

Hilton HONORS account login

visit Canada
celebrate 150th birthday and earn Points & Miles

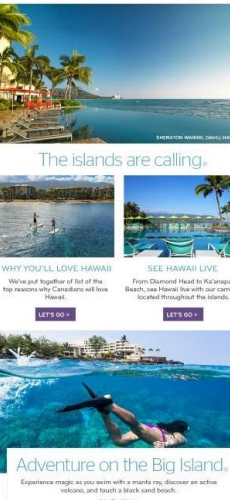
learn more



Aloha, from Hawaii.

Congrats are in order - Canada is turning 150. To celebrate, enjoy savings of 35% off accommodations and dining.

LET'S GO >



The islands are calling.

WHY YOU'LL LOVE HAWAII
We put together a list of the top reasons why Canadians will love Hawaii.

SEE HAWAII LIVE
From Diamond Head to Kailua Beach, see Hawaii live with our camera located throughout the Islands.

Adventure on the Big Island.
Experience magic as you wake with a sunrise ray, discover an active volcano, and watch a black sand beach.

SAVE NOW >

Find the right island for you.

OAHU: THE GATHERING PLACE

MAUI: THE VALLEY ISLE

KAUAI: THE GARDEN ISLE

LIHUA: THE BIG ISLAND

4th of July

Customer Rewards | Your Rewards | Your Status

GRAND HYATT

MANCHESTER GRAND HYATT SAN DIEGO



GO OVER THE TOP! THIS 4TH OF JULY
For a 4th of July experience that is truly over the top, join us as we ring in the 4th of July from 6:00 PM to 12:00 AM with the Big Sky Beach Fireworks Show. Don't miss out on the Big Sky Beach Fireworks Show. Don't miss out on the Big Sky Beach Fireworks Show.

Enjoy spectacular views, unlimited beer, wine and premium liquor from the bar and a BBQ Island Show Buffet.

Seating is limited, reserve your table today! Event is ages 21+. Click Learn More for more information and to purchase tickets.

SPECIAL OFFERS

FOURSTAR CANADA MASSAGE
40min. Massage-Relaxation Spa will offer incredible Canada massages from 12:00 pm to 2:00 PM on Friday, Saturday and Sunday during summer.

For details and availability contact the Spa Front Desk Concierge at 619 208 6609.

SATURDAY MORNING YOGA BY THE POOL
Start your Saturday morning with a 60 minute Yoga Flow class in the courtyard. Yoga instructors in our 3rd floor pool deck. Available select Saturdays 9:00 am to 10:00 am. Complimentary for hotel guests. Open to all levels.

Customer Rewards | Your Rewards | Your Status

Hilton

Good Afternoon, Mitchell
Welcome to Hilton Garden Inn

PlusPoints
3,116

The Status
Blue

Steps Completed
0

Nights Earned
0

Next Points Earned
0

view account

check out your account alerts

LAST TRIP: Points on your next trip
Book now

NEW: Free Points with your hotel & resort stay
Book now

Points for the 4th of July
Book now

offers chosen just for you

earn 10,000 bonus points
learn more

earn 500 points
learn more

make July 4th a long weekend!
with 50% off Sundays
learn more

Customer Rewards | Your Rewards | Your Status

Hilton

Sale ends Friday
GET OUT OF TOWN FOR JULY 4TH

SAVE UP TO 20%

BOOK NOW



spg Stayward Preferred Guest

STAR SPANGLED SAVINGS THIS JULY 4TH



Declare your independence from the hassle of planning this Fourth of July and let us take care of the planning for you. We've packaged our favorite destinations at great rates including tips on where you can see fireworks in each city!

Book now and save on stays in Nashville, Las Vegas and ChicagoLand.

SUMMER IS THE THEME

Wyndham

WYNDHAM REWARDS
For every trip

Book: Michael
Member # 1510972193
BLUE Member 15 months
Today's Best Deal

Don't let low summer rates float away

Deal:	Rate and taxes*	Spa:	Rate and taxes*	Unreal:	Rate and taxes*
BOOKING BY	\$100	BOOKING BY	\$100	BOOKING BY	\$100
BOOKING BY	\$100	BOOKING BY	\$100	BOOKING BY	\$100
BOOKING BY	\$100	BOOKING BY	\$100	BOOKING BY	\$100

Our latest offers

Stay 2 Nights
Save 15-20%
+ 1,000 bonus points*
when you book by September 4, 2017

Make a splash at these sunny vacation spots this summer

Have another adventure in mind?

Regularly featured offers as 'summer rates'

WESTIN
HOTELS & RESORTS

The Minute Summer Got Closer

The minute summer got closer.

Lock in the best rates of the season.

From Seattle to San Francisco, and Orange County to San Diego, lock in our best rates of the summer when you book today.

- SPG® Members save more, plus enjoy free Wi-Fi and earn Starpoints when booking online.

Insider tip: Find some of our best rates over holidays, including 4th of July and Labor Day weekend.

spg
Summit Preferred Guest

SETTLE INTO SUMMER WITH AMAZING SAVINGS

Book by Saturday and start packing for your next getaway to Savannah, Greensboro, Tampa, or Atlanta.

- This week get summer savings up to 20%
- SPG® Members earn Starpoints® on your stay

Not a SPG member? Join Today.

There are new hotel deals available every week from Wednesday - Saturday. To view deals at participating hotels & resorts around the world visit spg.com/escapes.

PARTICIPATING PROPERTIES

WESTIN
HOTELS & RESORTS

Ready. Set. Summer.

BOOK NOW

Ready. Set. Summer. spg®
Save up to 20% in Texas, book by September 3

Finalize your summer plans in Texas and explore Dallas, The Woodlands or Houston.

Stay two nights in the Lone Star State and save 10%. Stay three nights and save 15%. Book by September 3 for stays through Labor Day.

To make a reservation, book online or call 866-716-8134 and mention rate plan DAILY10 (2 Nights) or DAILY15 (3 Nights).

Book Now >

spg
Summit Preferred Guest

Summer adventure awaits.

Make this the best summer ever with a city adventure or desert escape. No matter where you go, enjoy our best rates all season long.

LET'S GO >

BOOK NOW

Ready. Set. Summer. spg®
Save up to 20% in Texas, book by September 3

Our spots, your style.

BOSTON, MA
Escape your city with Charles River on city views and enjoy more than 100 restaurants, museums and local events.

HOUSTON, TX
Save up to 15% in Houston this summer and enjoy shopping, dining, concerts and local events.

LET'S GO >

California dreaming.

From Sacramento to San Diego, enjoy exclusive savings up to 15% on summer travel throughout the Golden State.

SAVE NOW >

Where will summer take you?

CLEVELAND ROCKS
SAVANNAH CHARM

MAJORITY DIFFERENCES
DESERT ESCAPES

Hilton

EMBASSY SUITES
By Hilton

VIEW OFFERS

Summer break? BRING IT

Dive right in with rates from \$129.

BOOK NOW

Don't miss this summer's total eclipse

NEXT STEP

Hilton
HONORS

Join now

summer sale
is on Save up to 25% off

Hilton Tanger City Center Hotel & Residences now open

learn more

live Dubai moments this summer and save 25% off

learn more

save up to 25% off in Makkah and Madinah

learn more

WALDORF ASTORIA
By Hilton

VIEW OFFERS

THE STORIES BEGIN HERE

Q&A
By Hilton

SUMMER GETAWAY

\$40 daily spa credit, \$100 daily resort credit & more

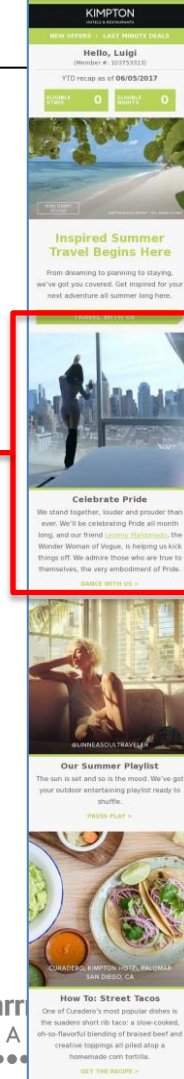
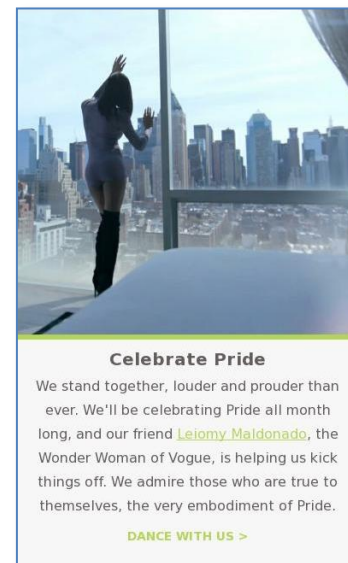
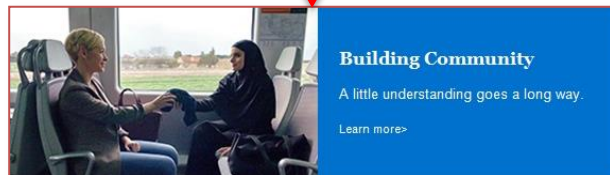
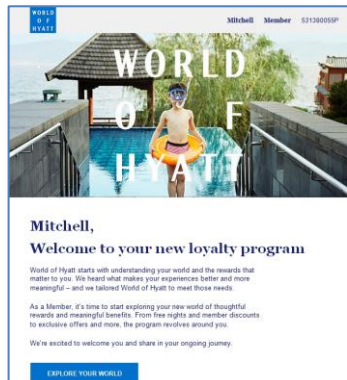
LEARN MORE

TRUE WALDORF SERVICE
ENJOY YOUR OWN PERSONAL CONCIERGE BEFORE, DURING AND AFTER YOUR STAY

LEARN MORE

BUILDING A COMMUNITY

Rebranding Solo (3/5/17)





spg. Rewards Center

Show and tell

STAY CONNECTED WHEREVER YOU GO.

f t i p YouTube

This is the beginning of a great relationship. Follow SPG® on **Twitter**, **Facebook** and **Instagram** for special offers and access to exclusive experiences.

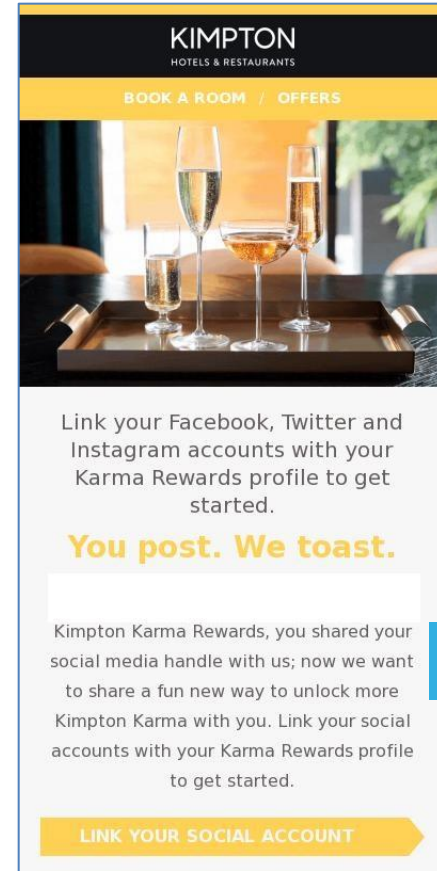
Plus, enjoy the best of the #spglife and get inspiration for your next adventure.

"Awesome stay @WestFlorence. Will absolutely miss everything about Firenze & @spg Plat in Italy! #spglife." — @RozSilva

"Back at the US Open tonight hanging in the @SPG suite! All about the #spglife." — @TayOliggs

Featured members: Kevin P and Virginia L, Platinum members, photographed at Sheraton Grande Tokyo Bay Hotel, Urayasu, Japan

Features member posts



KIMPTON
HOTELS & RESTAURANTS

BOOK A ROOM / OFFERS

Link your Facebook, Twitter and Instagram accounts with your Karma Rewards profile to get started.

You post. We toast.

Kimpton Karma Rewards, you shared your social media handle with us; now we want to share a fun new way to unlock more Kimpton Karma with you. Link your social accounts with your Karma Rewards profile to get started.

LINK YOUR SOCIAL ACCOUNT

Follow up actions from the first step taken

APPENDIX

INCENTIVES CAN INCREASE RESPONSE OF HELLO AGAIN & WINBACK

New Member Activation

- Launched 6/26
- Targeted basic members who have become inactive in the first 12 months of enrolling on-property

Comparing to similar campaigns like Hello Again, higher Open% and CTO% resulted in a ~ 7x higher BPK

- Hello Again goes out to 50x the audience, an incentive may have an overall larger impact
- Note: Winback is shown for comparison purposes, KPIs are impacted by Gold & Plat-only targeting

June '17 Lifecycle Mailings	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Unsub%	Bk/ Del (K)
New Member Activation	4.0 K	16	\$5.5 K	33.0%	20.6%	5.9%	0.20%	4.0
Hello Again	207.2 K	120	\$48.0 K	5.3%	15.7%	6.9%	0.18%	0.6
Winback	3.4 K	55	\$18.1 K	33.8%	21.5%	22.4%	0.03%	16.3

SL: Get Silver Elite Status And A Free Night

PH: Take your membership to the next level.

First Name
Last Name
Member Status

Marriott
REWARDS

Find & Reserve

Silver 10 Gold 50 Platinum 75

Get upgrades, discounts, specials and more when you're a member.

Upgrade To Silver Elite Status

Take your membership to the next level. Register by xxx/xx/xxxx and reach Silver Elite Status instantly for the next three months.

Upgrade Today

(First Name), you can retain this Silver Elite status [through current year +1] with a stay during the next three months. Marriott Rewards® members achieve Silver Elite Status after 10 nights. You could earn yours with just one. To receive your free night*, just stay a second time within the next three months.

Enjoy exclusive Silver Elite benefits including:

- Ultimate reservation guarantee
- Additional 20% bonus on points
- Priority late checkout
- Elite-only offers and much more

Register Now

*Free night available for category 1-4 hotels only.

JUNE 2017 MR CAMPAIGN REVIEWS

MRCC RESULTS AGAINST FORECAST (EMAIL)

Email details	Jan	Feb	Mar	Apr	May	Jun
Standalone email accounts	1,738	1,377	2,429	2,278	1,616	1,669
eNews accounts	20	188	168	2,935	719	69
Hotel Specials accounts	3	3	27	61	22	4
Points expiration accounts	77	85	105	43	112	96
Confirmation email accounts	46	36	34	28	110	147
Other ridealong	3	1	4	3	8	14
Refer-a-Friend	319	257	128	27	159	207
Total	2,206	1,947	2,895	5,375	2,746	2,206

YTD Summary	
% year elapsed	50.0%
YTD accounts	17,375
2017 email accounts budget	33,000
% to budget	52.7%
Prior year YTD	17,242
% Y/Y	0.8%

JUNE 2017 MR CAMPAIGN REVIEWS

LOWER THAN AVG CLICKS TO MEGABONUS & MVP BUT HIGH CONV%

		Program	eNews
Audience	Total	66.9 M	14.5 M
	Delivered	-24.2%	7.9%
	Unsub Rate	0.16% -0.0 pts	0.10% -0.0 pts
	Delivery Rate	98% -0.3 pts	98% -1.2 pts
Engagement	Open Rate	23.5% 0.5 pts	23.0% 0.0 pts
	Opens	15.7 M -22.4%	3.3 M 8.0%
	Click Rate	2.0% -0.1 pts	2.8% -0.6 pts
	Unique Clicks	1.3 M -27.5%	413.4 K -9.9%
	Click to Open Rate	8.5% -0.6 pts	12.4% -2.4 pts
Financial	Bookings	127.1 K -26.4%	44.5 K -1.4%
	RoomNights	289.6 K -28.7%	101.7 K -4.2%
	Revenue	\$43.6 M -29.4%	\$15.6 M -3.7%
	Conversion Rate	9.6% 0.2 pts	10.8% 0.9 pts
	Bookings per Delivered(K)	1.9 -2.9%	3.1 -8.6%

June booking/delivered was the 2nd highest since Oct '16

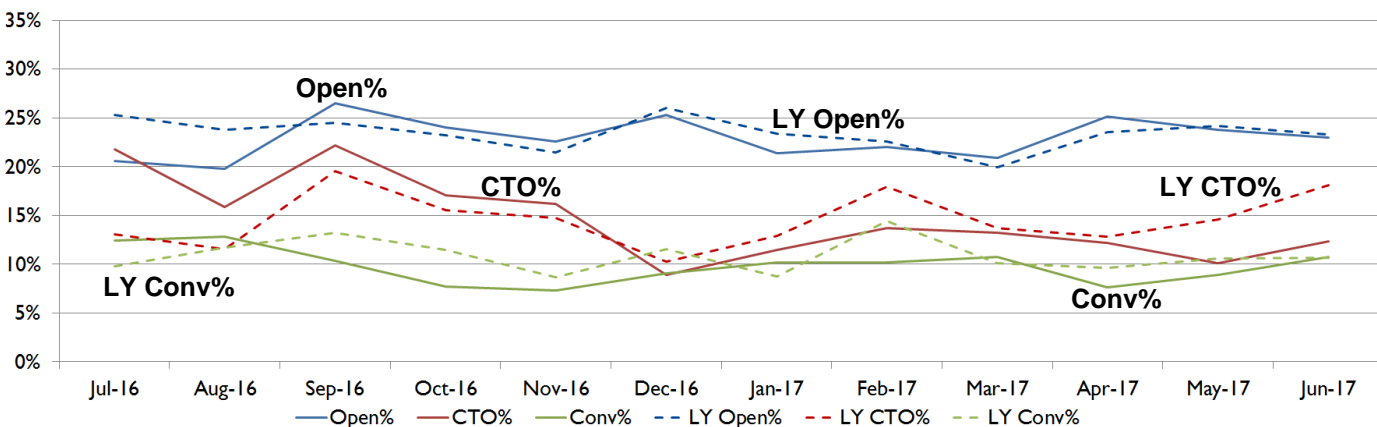
- Typical for June

Open% was slightly above the 12-mo. avg

CTO% was 18% below the 12-mo avg & Conv% was the highest since Aug '16

- MB Top Offer and MVP Rewards Offers did not generate significant click engagement but higher Conv% than their respective avgs

JUNE '17 ENEWS EMAIL KPI TRENDS



Open% was slightly above the 12-mo. avg

- MB SL: Your Account: Up to 4,000 Points per Stay
- Chirpify SL: Your Account: Earn Points with Facebook & More

Subject line Open% may have been improved by including MegaBonus in copy

CTO% was 18% below the 12-mo. avg

- Top Offer and Rewards section generated 99K fewer clicks than their respective 12-mo section avgs

Conv% was the highest since Aug '16

- MB Top Offer Conv% was above avg indicating high intent from the clicks generated
- MVP reached it's highest Conv% to-date

JUNE '17 ENEWS SECTIONS

June eNews generated 102 K fewer clicks than the 12-mo. avg

- With the exception of the Account Box & Footer, all sections generated lower click volumes than their respective 12-month section avgs
- Account Box + Search sections accounted for the 2nd highest % of overall clicks since Jan '16, suggesting a lack of interest in June content

Top Offer section featured MB & Chirpify offers & generated 57.3K fewer clicks than 12-month section avg

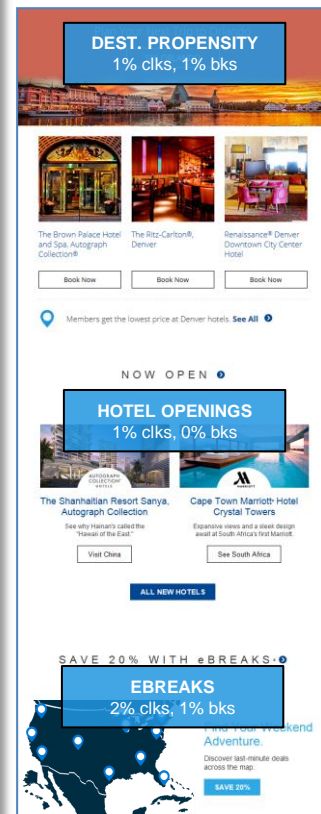
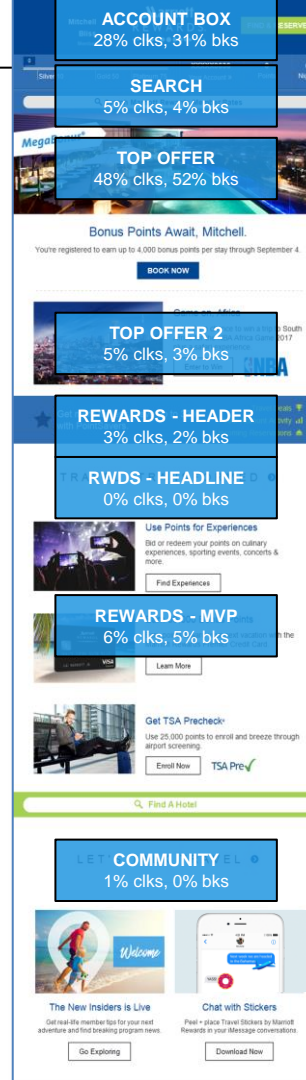
- MegaBonus offer generated the lowest click volume and % of overall clicks since Feb '16
- Chirpify content was sent to 18% of the audience and generated the highest Click% of any MegaBonus-alternative top offer since Feb '16

MVP In Top Offer 2 drove less clicks than other types of content

- 44% fewer clicks than the 12-month section avg and 73% fewer clicks MoM
- Featured up to seven offers (vs three in May)

Rewards section generated 51.8K fewer clicks than the 12-month section avg, 46% fewer clicks MoM, and the lowest click volume since Jan '16

- MVP Rewards offers generated the lowest click volume and % of clicks since first being featured in April
- PointSavers was featured in the Account Milestone and despite attracting more clicks to the Account module than the section avg, generated lower click engagement than avg suggesting a lack of value



JUNE '17 ENEWS SECTIONS

Hotel Openings accounted for 31% lower % of clicks than the 12-month section avg

- Leveraged '2-up' treatment
- There may not be significant global interest in Sanya, China which was featured
 - "Sanya/Autograph" property generated 44% fewer clicks than "Cape Town Marriott"
 - Hotel Openings featured "Sanya/Edition" property in Dec '16 and generated a 26% lower % of clicks than the 2016 section avg

Community content generated the least clicks of any section

- 'Travel Sticker' was significantly more appealing than the "New Insider Live" generating nearly twice the click volume
- 'Travel' Sticker featured instructional animation

Destination Propensity still performed better than the City scene avg but appeared did not generate the same click engagement as the month before

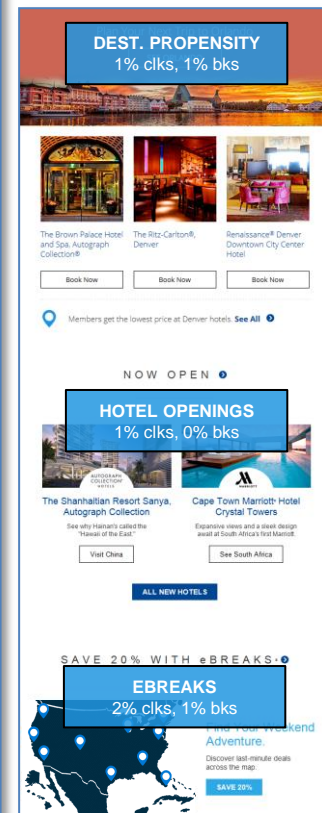
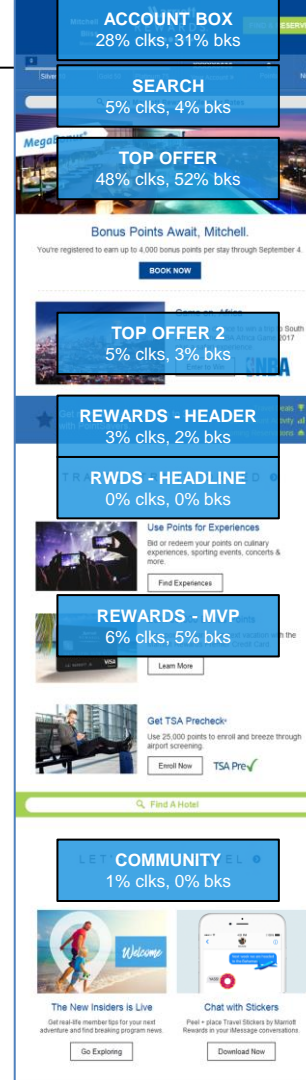
- MoM % of clicks and Conv% decreased 47% & 28% respectively
- Compared to the City scene avg
 - 32% less clicks than City scene avg but was only sent to 41% of total audience
 - 71% higher Conv%

May Pre-header was repeated updated for June; it generated the most clicks and highest % of clicks since Jan '16

- Pre Header: Hi [FNAME]: Here are your June member updates.

Regarding Conv%: Low volume of clicks showed higher intent to book; Conv% was the highest since Aug '16

- MegaBonus Top offer Conv% was 9.5% above the Top Offer avg (2016 & 2017 YTD)
- Rewards section Conv% was 6% above the 12-mo. avg & increased 27.1% MoM; the highest Conv% (7.3%) since being featured (Apr)



JUNE '17 ENEWS REWARDS SECTION ANALYSIS

MVP Rewards offers generated the lowest % of clicks since launch (Apr); MVP offers with high exposure and a lower than avg Click% (0.07%) include:

- Generic Moments – 15% of offers delivered / Click% = 0.02%
- MRCC 80K – 12% of offers delivered / Click% = 0.04%
- R-C Club Level – 9% of offers delivered / Click% = 0.05%

Rewards section Conv% was 6% above the 12-mo. avg

- MVP Rewards Offers generated the highest Conv% (7.3%) since first being featured in April and increased 27.1% MoM; the following offers had high click engagement and Conv%:
 - TSA Pre-check – % of MVP Clicks = 31.5% / Conv% = 9.6%
 - Ritz Carlton Club – % of MVP Clicks = 7.7% / Conv% = 9.2%
 - MRCC Cardholder Sweeps – % of MVP Clicks = 5.6% / Conv% = 12.5%

Get more for less. Save up to 33% with PointSavers.

Your Account: 10.5 K 725 BKS

293 9 BKS TRAVEL, TRANSFORMED

Use Points for Experiences

Get or redeem your points on culinary experiences, sporting events, concerts & more.

Find Experiences

25.2 K Bonus Points 1.8 K BKS

Learn More

Get TSA Pre-check*

Use 25,000 points to enroll and breeze through airport screening.

Enroll Now TSA Pre✓

JUNE '17 ENEWS DESTINATIONS PROPENSITY SECTION ANALYSIS

Destinations Propensity continued to perform better than City Scene

- Generated 32% less clicks than City Scene avg but was only sent to 41% of total audience
- Generated a 71% higher Conv%


Monitor for fatigue as engagement appeared to decrease MoM


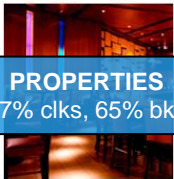

- Compared to May, Destinations Propensity accounted for a 47% lower % of clicks and generated a 28% lower Conv%

June '17 eNews Dest. Propensity	Delivered	Click%
D.C	1.2 M	0.05%
NYC	1.2 M	0.10%
Atlanta	510.2 K	0.05%
San Francisco	331.1 K	0.08%
Phoenix	325.4 K	0.07%
Boston	283.4 K	0.09%
Chicago	271.1 K	0.08%
New Orleans	249.7 K	0.05%
Denver	205.1 K	0.05%
Miami	186.0 K	0.14%
Dallas	138.5 K	0.05%
Savannah	121.0 K	0.21%
Orlando	101.9 K	0.15%
London	42.6 K	0.13%
Caribbean	10.0 K	0.48%
Hawaii	7.2 K	0.32%
Italy	1.8 K	0.62%

HERO
25% clks, 25% bks

Plan Your Next Trip to Miami
[SEE MIAMI](#)








PROPERTIES
67% clks, 65% bks

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

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

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


Members get the lowest price at Denver hotels. [See All](#)

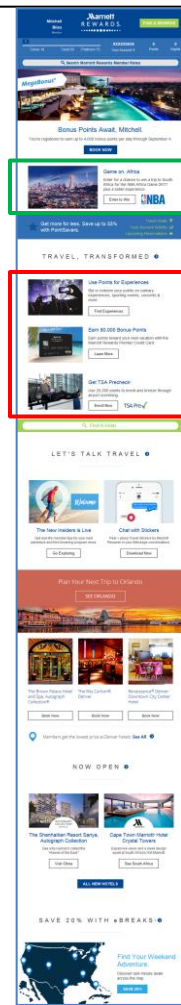
'SEE ALL' LINK
8% clks, 10% bks

JUNE '17 ENEWS MVP OFFERS

June eNews MVP Offers	Delivered	EIR Bookings	EIR Revenue	Open%	Overall CTO%	MVP CTO%	Overall Conv%	MVP Conv%	Bk/ Del (K)
Optimize	5.0 M	16.8 K	\$5.5 M	23.9%	12.0%	1.6%	11.6%	7.3%	3.3
Random	1.3 M	4.3 K	\$1.4 M	23.9%	11.8%	1.2%	12.1%	6.4%	3.4
BAU	6.4 M	21.4 K	\$6.9 M	23.9%	11.9%	1.4%	11.7%	6.2%	3.3
Total	12.7 M	42.4 K	\$13.8 M	23.9%	11.9%	1.5%	11.7%	6.7%	3.3

June '17 eNews MVP Offer Conversion Rates			
MVP Offers	Optimize	Random	BAU
RewardsPlus, Basic, Silver, Gold	N/A	15.2%	N/A
Save 20% Across USA	17.2%	10.7%	N/A
RewardsPlus, Platinum	N/A	13.6%	N/A
Moments, Boston Baseball	N/A	9.5%	13.4%
MRCC -1000 Nights of Summer sweepstakes	N/A	0.0%	12.7%
Dining experience with Chef Thomas Keller	N/A	41.7%	10.7%
Explore San Juan	N/A	10.4%	N/A
Refer a Friend	0.0%	13.3%	N/A
Member Rates	13.2%	9.4%	N/A
TSA Precheck - 25,000 points	11.7%	9.8%	7.7%
R-C Club Level	8.9%	5.8%	N/A
NYC for 15% Less	4.2%	11.9%	N/A
MRCC Canada acquisition, 30K	N/A	0.0%	7.2%
Explore San Diego	7.1%	7.0%	N/A
Merchandise, US	0.0%	7.1%	N/A
Hertz, 35% Off	6.9%	10.5%	4.6%
Sweeps - NBA South Africa Game 2017	6.1%	5.6%	6.3%
Lead Rates NYC	0.0%	6.3%	N/A
Europe for 20% Less	5.2%	10.6%	N/A
Explore Phoenix	N/A	5.4%	N/A
R-C Reconnect	5.1%	0.0%	N/A
Europe free breakfast, pay with Visa	N/A	11.1%	4.0%
Explore Hawaii	3.6%	3.9%	N/A
Explore Atlanta	N/A	3.6%	N/A
MRCC 80K acquisition	N/A	4.2%	3.4%
Explore San Francisco	0.0%	4.9%	N/A
Moments, iLoveTravels - DC Pride Float	N/A	3.2%	N/A
Exclusive Travel Deals	1.1%	4.6%	N/A
Moments, Generic	N/A	5.4%	2.6%
30% off Middle East & Africa	N/A	2.9%	2.1%
Explore Miami	N/A	2.2%	N/A
Weekends NY, DC, US	N/A	2.0%	N/A
Explore Chicago	N/A	1.9%	N/A
Explore Boston	0.0%	2.0%	N/A
Merchandise, ROW	0.0%	0.0%	1.7%
R-C Breakfast	0.7%	1.1%	N/A
Explore Toronto	0.0%	0.0%	N/A
Explore Houston	N/A	0.0%	N/A

Green box = Top Offer 2 MVP Offer



Optimize group Conv% differed from the campaign level to the MVP section level

- Optimize group generated the lowest campaign level Conv% but the highest MVP section level Conv%

Optimize group generated the highest CTO% on a campaign and MVP section level

- MVP Section level results were 99% statistically significant

TOP OFFERS BY REVENUE

June - Optimize		
Rewards MVP Offers	Clicks	EIR Revenue
TSA Precheck - 25,000 points	3.6 K	\$143.2 K
R-C Club Level	1.9 K	\$90.5 K
Hertz, 35% Off	3.5 K	\$82.5 K
Explore Hawaii	2.1 K	\$31.9 K
R-C Reconnet	371	\$5.4 K
Europe for 20% Less	267	\$4.7 K
NYC for 15% Less	72	\$1.2 K
Member Rates	15	\$1.1 K
Save 20% Across USA	74	\$812
Explore San Diego	98	\$671

June - Random		
Rewards MVP Offers	Clicks	EIR Revenue
TSA Precheck - 25,000 points	326	\$8.6 K
Exclusive Travel Deals	79	\$5.3 K
Europe for 20% Less	47	\$4.1 K
Save 20% Across USA	60	\$2.9 K
RewardsPlus, Basic, Silver, Gold	33	\$2.3 K
Explore Hawaii	95	\$2.0 K
Hertz, 35% Off	95	\$1.6 K
Member Rates	64	\$1.6 K
Dining w/ Chef Thomas Keller	12	\$1.5 K
Explore San Juan	48	\$1.2 K

June - BAU		
Rewards MVP Offers	Clicks	EIR Revenue
TSA Precheck - 25,000 points	4.0 K	\$107.3 K
MRCC Cardholder - 1000 Nights	1.4 K	\$47.8 K
Moments, Boston Baseball	470	\$23.7 K
MRCC 80K acquisition	1.9 K	\$23.0 K
Hertz, 35% Off	1.0 K	\$16.8 K
Dining w/ Chef Thomas Keller	300	\$13.7 K
Moments, Generic	1.1 K	\$6.2 K
Merchandise, ROW	745	\$4.3 K
MRCC Canada acquisition, 30K	139	\$2.4 K

- TSA Pre-check
- Ritz-Carlton
- Moments Sweeps
- Hertz % off
- % off domestic generic
- % less metropolitan areas

- Generic travel deals
- TSA Pre-check
- Hawaii Lead Rates
- Ritz-Carlton
- Moments Sweeps
- % off Europe
- RewardsPlus

- Moments (Sweeps, Boston Baseball, Dining)
- TSA Pre-check
- MRCC (Holder sweeps + 80K acquisition)
- Hertz % off

CTO% WAS THE HIGHEST SINCE OCT '16

		Program	Hotel Specials
Audience	Total	66.9 M	10.3 M
	Delivered	-24.2%	-0.4%
	Unsub Rate	0.16%	0.14%
	Delivery Rate	-0.0 pts	-0.0 pts
Engagement	Open Rate	23.5%	17.9%
		0.5 pts	-0.9 pts
	Opens	15.7 M	1.9 M
		-22.4%	-5.0%
	Click Rate	2.0%	1.6%
Financial		-0.1 pts	0.1 pts
	Unique Clicks	1.3 M	163.0 K
		-27.5%	3.2%
	Click to Open Rate	8.5%	8.8%
		-0.6 pts	0.7 pts
	Bookings	127.1 K	14.2 K
		-26.4%	2.8%
	RoomNights	289.6 K	31.7 K
		-28.7%	-0.6%
	Revenue	\$43.6 M	\$4.7 M
		-29.4%	-2.2%
	Conversion Rate	9.6%	8.7%
		0.2 pts	-0.0 pts
	Bookings per Delivered(K)	1.9	1.4
		-2.9%	3.2%

Unique content of June Hotel Specials:

- Featured Moments
- Ft MegaBonus & NBA Sweeps

Booking/delivered was 3% above the 12-mo. avg

Open% was the 3rd lowest since Apr '12

CTO% was the highest YTD & 9% above the 12-mo. avg

- 'NBA Sweeps' and 'MegaBonus' generated incremental clicks

Conv% was slightly below the 12-mo. avg

JUNE '17 HOTEL SPECIALS EMAIL KPI TRENDS

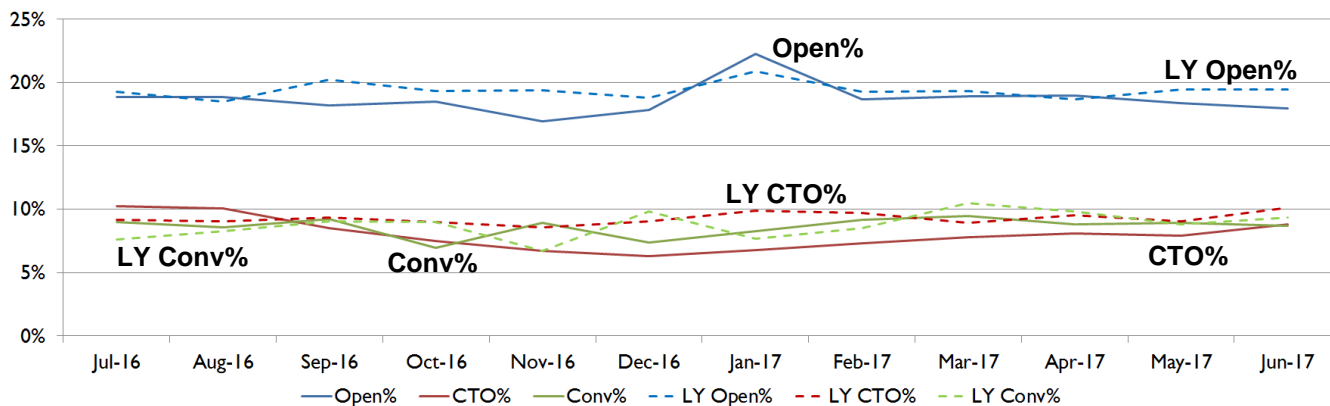
Despite leveraging previous subject line test winner, Open% was the 3rd lowest since Apr '12

- SL: [FNAME]'s July Travel Deals

CTO% was the highest YTD & 9% above the 12-mo. avg

- 'NBA Sweeps' and 'MegaBonus' generated more clicks than any other curated offers

Conv% was slightly below the 12-mo. avg



JUNE '17 HOTEL SPECIALS LINK ANALYSIS

June Hotel Specials generated the most clicks in nearly a year; 11K more clicks than the 12-mo. avg

Moments generated ~50% higher click volume and % of clicks than the Getaways 12-mo avg (which it replaced)

- 'NBA Sweepstakes' accounted for 64% of section clicks
- 'Billy Joel' offer generated 16% of section clicks
- With 'Discover More Experiences' this section featured more content/links than the typical 'Getaways' section

'Experiences' section generated an 11% higher click volume and a 4% higher % of clicks than the 12-mo. avg

- MegaBonus offer accounted for 46.5% of section clicks
- Generic 'Summer Deals' generated the 2nd highest % of Experiences section clicks (21.6%); ***Is this Field Offers?***

Overall Conv% was 3% below the 12-mo. avg

- Account Box generated the 3rd lowest Conv% since Jan '16
- eBreaks Conv% was the lowest since Sep '16

ACCOUNT BOX
30% clks, 42% bks

SEARCH
9% clks, 11% bks

FIELD OFFERS
41% clks, 31% bks

Lowest Rates + Breakfast • Book and pay with Visa • Los Angeles from \$309 • L.A. LUX package

Comeback from \$169 • Includes two tickets + more • Portland, OR from \$289 • Includes local food + drink

Tucson from \$159 • Includes 2 drinks per night • Atlanta from \$101 • 15% off weekends

SEE ALL DEALS

MOMENTS
11% clks, 8% bks

Game On, Africa.
Enter for a chance to win a trip to South Africa for the NBA Africa Game 2017 plus a safari experience. **Enter to Win**

BILLY JOEL
See the Legendary Billy Joel
Live points to see the Piano Man take the stage at the world's most exclusive venue.

KAABOO Del Mar
See a lineup of 100+ acts, including the first and only DJing Pina colodras.

Discover More Experiences. **See All**

Culture • Chef diners + foodie finds • Lifestyle • Culture, family + wellness

Sports • VIP tickets to big games • Entertainment • Concerts, theater + more

EXPERIENCES
5% clks, 5% bks

Popular Deals. **See All**

Earn up to 4,000 bonus points per stay.
Mitchell: You are registered for infinite points.
Plan a Stay

Summer Deals: U.S., Canada & More

Walt Disney World Package

New York City from \$143

Save 20% With eBreaks*

Find Your Weekend Adventure
Discover last-minute deals across the map.
Save 20%

EBREAKS
3% clks, 2% bks

JUNE '17 HOTEL SPECIALS LINK ANALYSIS

Observations

Most clicked content:

- NBA Sweepstakes (Moments) 14.1 K
- eBreaks 5.4 K
- MegaBonus (Experiences) 4.9 K
- Billy Joel (Moments) 3.5 K
- Summer Deals (Experiences) 2.3 K
- KAABOO 1.9 K

'NBA Sweeps' and 'MegaBonus' generated more clicks than any other curated offers

- The high impact of individual offers makes it difficult to understand the impact of content like Moments



NEW DESIGN MAY HAVE CONTRIBUTED TO CTO% DECREASE

		Program	Dest.
Audience	Total	66.9 M	11.7 M
	Delivered	-24.2%	-2.7%
	Unsub Rate	0.16% -0.0 pts	0.11% -0.0 pts
	Delivery Rate	98% -0.3 pts	100% 0.4 pts
Engagement	Open Rate	23.5% 0.5 pts	22.6% 0.2 pts
	Opens	15.7 M -22.4%	2.6 M -1.6%
	Click Rate	2.0% -0.1 pts	1.2% -0.1 pts
	Unique Clicks	1.3 M -27.5%	140.3 K -6.6%
	Click to Open Rate	8.5% -0.6 pts	5.3% -0.3 pts
Financial	Bookings	127.1 K -26.4%	11.1 K 1.8%
	RoomNights	289.6 K -28.7%	24.7 K -3.5%
	Revenue	\$43.6 M -29.4%	\$3.7 M -5.8%
	Conversion Rate	9.6% 0.2 pts	7.9% 0.7 pts
	Bookings per Delivered(K)	1.9 -2.9%	1.0 4.6%

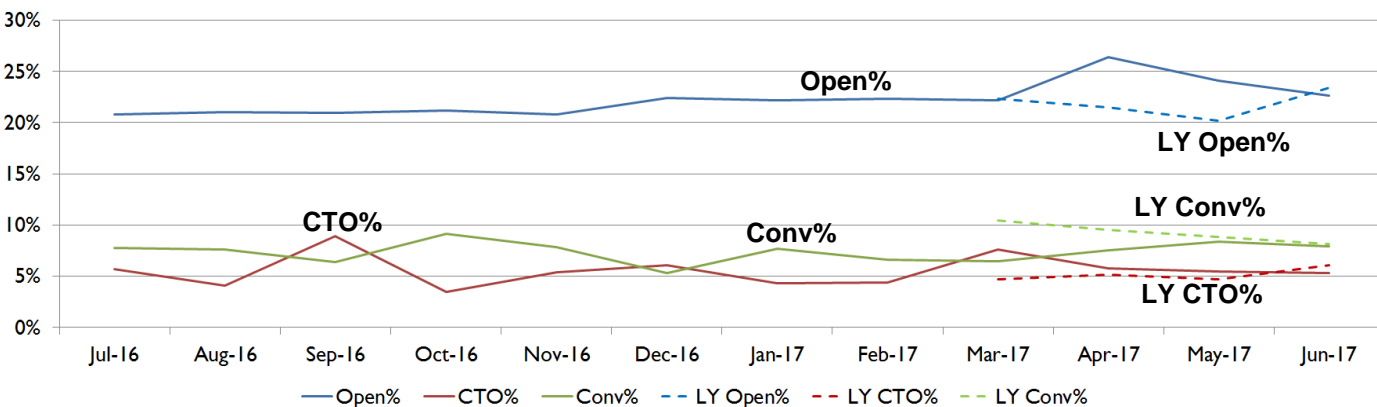
June Destinations kicked off the first month of the 2017 “Road Trip” theme and featured a new content approach & mobile-centric template

June conducted a capitalization test in the subject line which did not impact Open%

Significantly less content was featured, potentially contributing to a decrease in CTO%, 5% below the 12 mo avg

Conv% was 7% above the 12-mo. avg

JUNE '17 DESTINATIONS EMAIL KPI TRENDS



Open% was 1% above the 12-mo. avg

- **Why You Should Take a Summer Road Trip (11.1%)***
- *Why you should take a summer road trip (11.0%)*

Capitalization did not appear to have a significant impact on Open%

CTO% was down 13% YoY and was 5% below the 12-mo. avg

- Significantly less content was featured in the disruptive design

Conv% was 7% above 12-mo. avg

JUNE '17 DESTINATIONS LINK ANALYSIS

Kicked off Road Trip theme and leveraged a mobile-centric/scrollable design; click volume was 11.3% below the 12-mo. avg

- Less overall content may have had an impact on click engagement

'Drives that Wow' generated more clicks (55.1 K) than any other piece of content

- Did not require list of cities or copy to create engagement

The 'Road Trip Personality' quiz generated 60% more clicks than MegaBonus & Hertz offer despite being non-promotion and near bottom content

Destinations MegaBonus offer Conv% was 51% & 11% higher than the following Hotel Specials and eNews placements, respectively

- Although Destination's primary focus is not to generate bookings, it can be an effective platform to support promotional offers

Trip Planner section accounted for a 11.6% lower % of total clicks than the 12-month section avg, but a 5.2% higher click volume

- San Francisco = 37.2% of section clicks
- Chicago = 32.2% of section clicks
- Miami = 30.6% of section clicks

ACCOUNT BOX
31% clks, 48% bks

SEARCH
7% clks, 8% bks

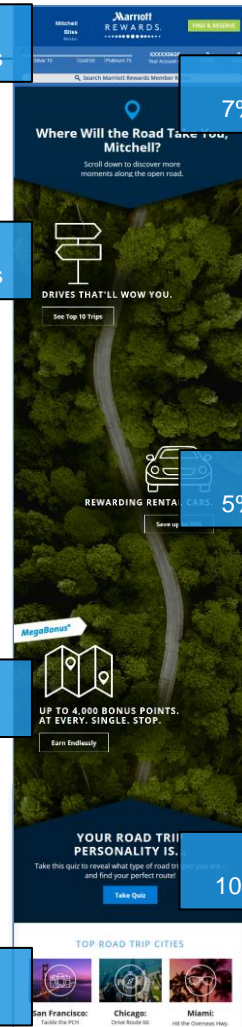
DRIVES
34% clks, 19% bks

HERTZ
5% clks, 3% bks

MEGABONUS
6% clks, 12% bks

QUIZ
10% clks, 7% bks

TRIP PLANNER
6% clks, 3% bks



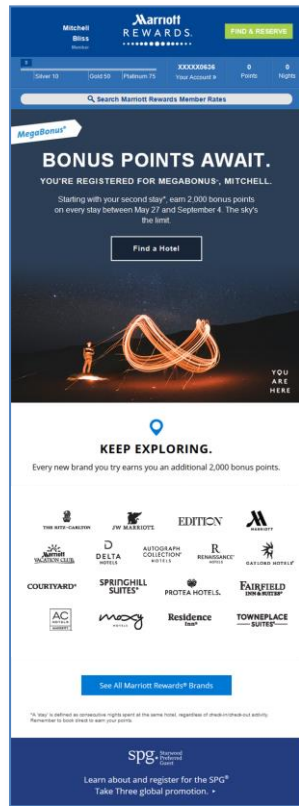
LOWEST DELIVERY & BOOKING VOLUME SINCE SEPT'15

		Program	Solos
Audience	Total	66.9 M	3.7 M
	Delivered	-24.2%	-85.6%
	Unsub Rate	0.16% -0.0 pts	0.18% 0.0 pts
	Delivery Rate	98% -0.3 pts	98% -1.2 pts
Engagement	Open Rate	23.5% 0.5 pts	34.2% 10.7 pts
	Opens	15.7 M -22.4%	1.3 M -79.1%
	Click Rate	2.0% -0.1 pts	3.9% 1.5 pts
	Unique Clicks	1.3 M -27.5%	144.0 K -76.7%
	Click to Open Rate	8.5% -0.6 pts	11.3% 1.2 pts
Financial	Bookings	127.1 K -26.4%	16.2 K -74.2%
	RoomNights	289.6 K -28.7%	36.8 K -75.0%
	Revenue	\$43.6 M -29.4%	\$5.6 M -74.9%
	Conversion Rate	9.6% 0.2 pts	11.3% 1.1 pts
	Bookings per Delivered(K)	1.9 -2.9%	4.3 79.7%

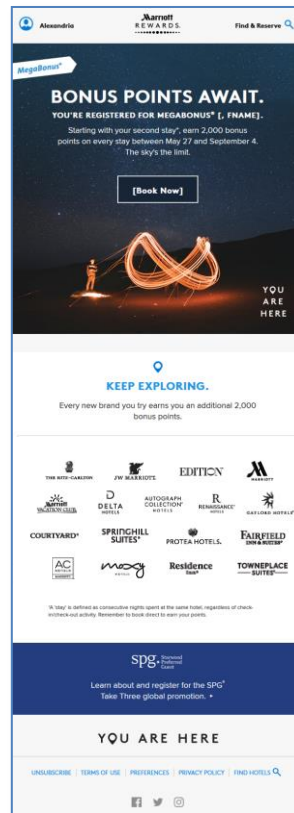
MB Registration Confirmation was the only high volume Solo for June

Highest Open% since Sep '15 was due to the typically higher than avg response MB solos generate

MEGABONUS REGISTRATION CONFIRMATION TEMPLATE 2.0 PERFORMANCE



Summer '17 MB Reg. Confirmation	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
May '17	431.5 K	4.4 K	\$1.4 M	59.4%	6.5%	26.5%	10.3
Jun '17	200.3 K	2.0 K	\$595.2 K	51.3%	8.4%	22.9%	9.9
Previous Template	188.2 K	1.9 K	\$562.7 K	51.5%	8.3%	23.2%	9.9
Template 2.0	12.1 K	1.1	\$32.5 K	48.6%	10.2%	18.4%	9.1



Registration confirmation solo was updated with 2.0 template on 6/28

- CTO% increased 29% MoM
- CTO% increased 24% after template change within June
 - Results based on 12.1 K delivered, will continue to monitor

SUMMER '17 MEGABONUS TO-DATE

Promotion Results First 2 Months	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)
Summer Promo '16	54.4 M	76.4 K	\$26.6 M	1.4
Fall '16	39.2 M	103.9 K	\$36.7 M	2.7
Spring '17	46.1 M	124.2 K	\$45.0 M	2.7
Summer '17	49.2 M	80.4 K	\$27.4 M	1.6

Promotion Results First 2 Months	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)
Announcement	9.8 M	45.6 K	\$16.1 M	4.7
Registration Confirmation	785.6 K	11.1 K	\$3.6 M	14.1
Hotel Specials May '16	9.0 M	815	\$261.9 K	0.1
PO-Offers May '16	1.1 M	424	\$157.7 K	0.4
Destinations Jun '16	10.1 M	611	\$203.8 K	0.1
PO-Destinations Jun '16	1.2 M	313	\$102.1 K	0.3
Hotel Specials Jun '16	9.3 M	1.7 K	\$580.5 K	0.2
PO-Offers Jun '16	1.1 M	678	\$219.0 K	0.6
eNews Jun '16	11.0 M	10.1 K	\$3.5 M	0.9
PO-Benefits Jun '16	1.2 M	5.1 K	\$1.8 M	4.4
Summer Promo '16	54.4 M	76.4 K	\$26.6 M	1.4
Preview	7.7 M	19.4 K	\$6.6 M	2.5
Announcement	7.9 M	27.1 K	\$9.4 M	3.4
Registration Confirmation	574.9 K	7.5 K	\$2.6 M	13.0
eNews Sep '16	11.5 M	30.8 K	\$10.9 M	2.7
Hotel Specials Sep '16	9.3 M	882	\$354.3 K	0.1
PO-Benefits Sep '16	1.2 M	17.8 K	\$6.7 M	14.9
PO-Offers Sep '16	1.1 M	509	\$162.0 K	0.5
Fall '16	39.2 M	103.9 K	\$36.7 M	2.7
Announcement	8.5 M	55.0 K	\$20.4 M	6.4
Registration Confirmation	777.9 K	8.1 K	\$2.9 M	10.5
Achievement	162.9 K	4.2 K	\$1.5 M	25.7
Registration Reminder	8.0 M	19.9 K	\$7.1 M	2.5
eNews Jan '17	13.7 M	13.1 K	\$4.5 M	1.0
eNews Feb '17	15.0 M	23.8 K	\$8.6 M	1.6
Spring '17	46.1 M	124.2 K	\$45.0 M	2.7
Announcement	12.1 M	52.6 K	\$18.0 M	4.4
Registration Confirmation	631.8 K	6.4 K	\$2.0 M	10.1
eNews Jun '17	14.5 M	19.7 K	\$6.9 M	1.4
Hotel Specials Jun '17	10.3 M	424	\$145.4 K	0.0
Destinations Jun '17	11.7 M	1.3 K	\$341.2 K	0.1
Summer '17	49.2 M	80.4 K	\$27.4 M	1.6

BPK FELL BY 7% AGAINST 12 MO AVG DUE TO LOW OPEN%

		Program	Lifecycle
Audience	Total Delivered	66.9 M -24.2%	5.5 M 3.0%
	Unsub Rate	0.16% -0.0 pts	0.27% -0.0 pts
	Delivery Rate	98% -0.3 pts	97% 0.3 pts
Engagement	Open Rate	23.5% 0.5 pts	31.7% -1.2 pts
	Opens	15.7 M -22.4%	1.7 M -0.8%
	Click Rate	2.0% -0.1 pts	5.6% -0.0 pts
	Unique Clicks	1.3 M -27.5%	305.4 K 2.8%
	Click to Open Rate	8.5% -0.6 pts	17.6% 0.6 pts
Financial	Bookings	127.1 K -26.4%	22.7 K -4.2%
	RoomNights	289.6 K -28.7%	55.0 K -7.4%
	Revenue	\$43.6 M -29.4%	\$8.1 M -10.4%
	Conversion Rate	9.6% 0.2 pts	7.4% -0.5 pts
	Bookings per Delivered(K)	1.9 -2.9%	4.1 -7.0%

Open% was the lowest since Nov '15

- Welcome campaign (44% of Lifecycle Del) generated 3rd lowest Open% since Jan '16
- Spike in Welcome Miles series delivery reduced Open% by nearly 50%

CTO% was 3% above 12-mo. avg

- However, some campaigns generated near lows in CTO% since Jan '16
 - Hello Again - 3rd lowest CTO%
 - Post Redemption - Lowest CTO%
 - Birthday Recognition - Lowest CTO%
 - Winback - 3rd lowest CTO%

Conv% was 7% below 12-mo. avg and down 1% YoY

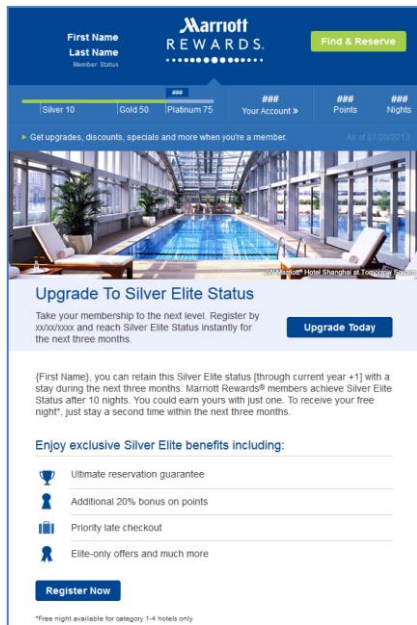
- Onboarding generated the lowest Conv% since it launched in Mar '16
- Welcome campaign generated the 2nd lowest Conv% since Jan '16

New/Paused Campaigns:

- New Member Activation (6/26)
- Birthday Promotion paused

NEW MEMBER ACTIVATION

SL: Get Silver Elite Status And A Free Night
PH: Take your membership to the next level



June '17 Lifecycle Mailings	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Unsub%	Bk/Del (K)
New Member Activation	4.0 K	16	\$5.5 K	33.0%	20.6%	5.9%	0.20%	4.0
Hello Again Initial	207.2 K	120	\$48.0 K	5.3%	15.7%	6.9%	0.18%	0.6
Winback	9.2 K	124	\$41.7 K	36.2%	15.8%	23.7%	0.02%	13.6

New Member Activation

- Launched 6/26
- Targeted basic members who have become inactive in the first 12 months of enrolling on-property

Based on initial (5-day) results:

- Compared to Jun '17 Lifecycle KPI's:
 - Open% = +4%
 - CTO% = +17%
 - Conv% = -21%
- Comparing to Hello Again:
 - Open% and CTO% are higher than Hello Again mailings; yielding a ~ 5x higher BPK

Suggests impact of incentive for reactivation initiatives

- Hello Again goes out to 50x the audience

LIFECYCLE: NEAR LEVEL

First Name
Last Name
Member Status

Marriott
REWARDS.
.....

[Find & Reserve](#)

Silver 10 Gold 50 Platinum 75

Your Account > ### Points ### Nights

Discover discounts around the world, travel packages, and more. As of 07/20/2017

You're 2 Nights Away From Silver Elite Status

(First Name), your loyalty has you on the road to Silver Elite status. You're just 2 nights away from securing even better benefits for the next year. Book now and soon these rewards will be yours.

8

8 / 10
NIGHTS TO SILVER

[Book Now](#)

We Think You'll Enjoy Silver Benefits

With Silver Elite Status, you'll enjoy a 20% bonus on points, our reservation guarantee, priority late checkout, and more.

[See All Benefits](#)

Achieve Instant Silver Elite Status

Get 15 Elite Night Credits every year & Silver status when you become a Marriott Rewards® Premier Credit Card member.

[See Details](#)

Lifecycle: Near Level	Delivered	Open%	CTO%	Conv%
Jan '16 - Jun '16	188.5 K	49.1%	18.7%	17.1%
Jan '17 - Jun '17	188.7 K	44.5%	15.6%	16.6%
YoY Δ	0.1%	-9.3%	-16.7%	-3.0%

June Open% was the 2nd lowest since Jan '16

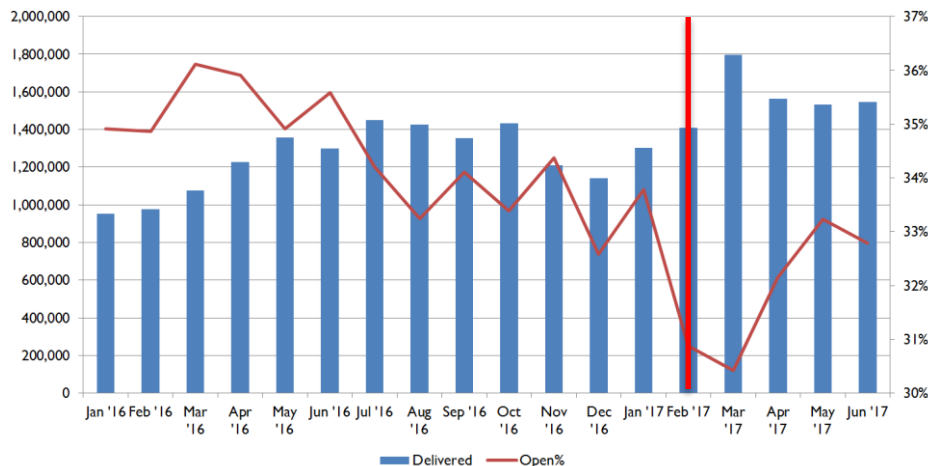
- YoY, the Jan-Jun Open% has decreased 9.3%
- SL: [LEVEL] Elite Status is Within Your Reach

Recommendation: update subject line as apart of upcoming retrofit updates

Lifecycle: Near Level	Delivered	Open%	CTO%	Conv%
Jun '16	45.1 K	48.9%	17.9%	17.6%
Jul '16	58.8 K	50.1%	17.8%	17.1%
Aug '16	71.3 K	49.1%	18.9%	15.8%
Sep '16	60.0 K	51.3%	17.2%	16.6%
Oct '16	64.2 K	49.8%	16.5%	16.3%
Nov '16	77.8 K	48.0%	15.5%	16.6%
Dec '16	61.6 K	48.6%	14.5%	15.3%
Jan '17	15.8 K	46.3%	15.2%	18.1%
Feb '17	18.9 K	49.4%	16.6%	15.6%
Mar '17	28.0 K	45.6%	15.6%	18.4%
Apr '17	28.4 K	44.2%	15.3%	16.5%
May '17	54.8 K	43.0%	15.3%	16.1%
Jun '17	42.8 K	43.0%	15.7%	16.0%

WELCOME-POINTS SERIES

	Previous Subject Line	New Subject Line (Mar '17-Jun '17)	Open% Δ vs 2016 Avg.
Welcome	Welcome to Marriott Rewards	Welcome to Marriott Rewards [FNAME]!	-5.5%
EES1	Personalize Your Experience: Tip 1 of 3	Tip 1 of 3: Personalize Your Account	-6.8%
EES2	Earn and Redeem Points: Tip 2 of 3	Tip 2 of 3: Get More From Your Points	-8.2%
EES3	Get Our best Available Rate: Tip 3 of 3	Tip 3 of 3: Get the Lowest Price	-6.6%



Welcome subject lines were updated on 2/7

Welcome Points series Open% has decreased 7% since the subject line update

- Across all touchpoints

Delivery volume may be impacting Open%

- Delivered volume spiked in Mar '17 and has remained well above the 2016 volume since

Recommend testing the following elements:

- Changing position of “Tip”
- Modify language of “Tip”



THANK YOU!



ACCOUNT LINKAGE

spg.pro



Share the glory.

EARN MATCHING STARPOINTS® FOR YOU AND YOUR CLIENTS.

LEARN MORE

Call your Sales Associate to book by October 31, 2017, for arrival by December 31, 2017.

Marriott Rewards | spg. Preferred Guest

You're linked – discover more.

Check out new destinations and redemption options.

EXPLORE MORE >

spg.pro



Rewards three ways.

ENJOY A DISCOUNT, SIGNING BONUS AND CHOICE OF CONCESSION FOR YOUR MEETINGS AND EVENTS.

LEARN MORE

Book now and get a trio of rewards. Call your Sales Associate to book by October 31, 2017, for arrival by December 31, 2017.

Marriott Rewards | spg. Preferred Guest

We're linked – join us.


Link your SPG® and Rewards accounts to enjoy Elite Status Match and Points Transfer.

LINK ACCOUNTS >

Featured SPG Pro member: Uz A., Vice President, Global Event Management at BlackRock, directing the setup of a conference at the W New York, New York, USA.

spg. Preferred Guest

Save on Starpoints. Spend time traveling.



THE ROYAL HAWAIIAN, A LUXURY COLLECTION RESORT, WAIKIKI, HONOLULU, OAHU, HAWAII, USA

BUY 5,000+ STARPOINTS

SAVE 35%

FOR A LIMITED TIME, ENJOY 35% OFF.

Now's the time to boost your balance. Get or give Starpoints® through June 30, 2017, and you'll save 35% on purchases of 5,000 or more. Then get ready to redeem at more destinations than ever before.

BUY STARPOINTS NOW

HERE ARE A FEW WAYS YOU CAN REDEEM.

Free Night Awards | Award Flights


SPG MomentsSM | Cash & Points

Marriott Rewards | spg. Preferred Guest


GET THE BEST OF ALL WORLDS.

Link your SPG® and Marriott Rewards® accounts to receive Elite Status Match and Points Transfer.

LINK ACCOUNTS >



spg. Preferred Guest



Membership at your fingertips.

DESIGN YOUR MEMBER CARD. ADD IT TO YOUR SPG APP AND HEAD FOR PARADISE.

DESIGN CARD


Remember to **book directly** with SPG® to receive these benefits and more, including Member Exclusive Rates, at hotels and resorts participating in the SPG programme:

- TAKE HOME MORE. Earn Starpoints® and Elite status credit for stays
- LET YOUR PHONE GET THE DOOR. Check in and unlock your door with SPG Keyless™ on the SPG app
- BEST RATE GUARANTEE.¹ If you find a lower rate, we'll match it and reward you!
- FREE WI-FI. Enjoy complimentary in-room internet

THE POWER OF TWO.

If you haven't already, **link your SPG account** with Marriott Rewards® to receive two new advantages: Elite Status Match and Points Transfer. Then discover new redemption options and destinations.

Marriott Rewards | spg. Preferred Guest



spg. Preferred Guest

You're missing out.

EARN STARPOINTS WITH UBER, DELTA AND MORE. With our many partners, there are easy opportunities to stock up on Starpoints® outside of your hotel room. You can earn when you ride with Uber and fly with Delta, Emirates and China Eastern airlines — it's that simple.

LEARN MORE

See what else SPG can do for you.

SAVE WITH SPG. Members lock in our lowest rates and get free Wi-Fi at over 1,300 hotels and resorts worldwide. **BOOK NOW >**

EARN EVERY DAY. Apply for The Starwood Preferred Guest® Credit Card from American Express and, if approved, you can earn 25,000 bonus Starpoints® after you use your new card to make \$3,000 in purchases within the first 3 months.* **LEARN MORE >**

MOBILE CHECK-IN. Tap the SPG® app to access our new SPG Mobile Check-In and Check-Out at select hotels. **LEARN MORE >**

LINK — GET TWO NEW ADVANTAGES. When you link your SPG and Marriott Rewards® accounts, you'll instantly receive a status match and the ability to transfer points between programs. Then discover new redemption options and destinations.

Marriott Rewards | spg. Preferred Guest

LINK NOW

CREDIT CARD SUPPORT



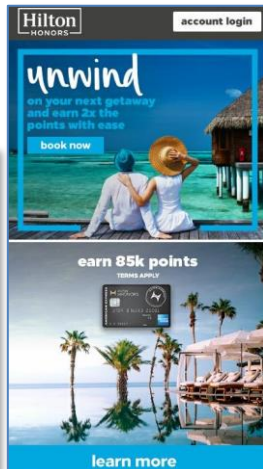
earn 85,000 points after spending \$3,000 in 3 months

earn 12x bonus points
per \$1 of eligible purchases charged on your card directly when participating. Hilton hotel resort.

earn 6x bonus points
per \$1 of eligible purchases on U.S. restaurants, U.S. supermarkets & gas stations on your card.

earn 3x bonus points
on other purchases on your card.

apply now



unwind
on your next getaway and earn 2x the points with ease

earn 85k points
THINGS APPLY

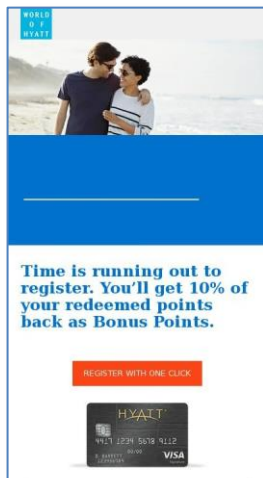
learn more



share your opinion and earn 1,250 Hilton Honors points

e-Rewards

learn more



Time is running out to register. You'll get 10% of your redeemed points back as Bonus Points.

REGISTER WITH ONE CLICK

Here's how it works:

- 1 Register for this exclusive Cardmember promotion by **June 30, 2017**.
- 2 Redeem your points for free nights, Points + Cash stays or toward room upgrades, dining and spa services completed between June 1 and September 5, 2017.
- 3 You'll get 10% of your redeemed points back as Bonus Points. They'll automatically be deposited into your World of Hyatt account after your points have been used.

The more you redeem, the more you get back

Receive 1,000 Bonus Points back when you redeem 10,000 points. Be sure to register by **June 30, 2017** to participate.

REGISTER WITH ONE CLICK



Wyndham Rewards
Member # 1538912903
BLUE Member | 0 points

Michelle, what if **FREE NIGHTS** added up before your eyes?

0 points
+ **45,000** points
= **45,000** points

That's enough for up to **3 FREE NIGHTS**

Learn more

Points expiration incentive

Refer-a-friend = 7.5K Points

Learn more

Plus, get a PLATINUM or GOLD

Wyndham Rewards credit cards offer a variety of benefits, including elite status, airport lounge access, and more. Visit wyndhamrewards.com to learn more.

Refer-a-friend = 7.5K Points



Treat your friends — and yourself.

NOW EARN 7,500 BONUS STARPOINTS FOR EACH APPROVED REFERRAL.

REFER NOW

I have a Personal Card

New: Now you can earn 7,500 bonus Starpoints® with each approved referral — up to 55,000 bonus Starpoints per calendar year.¹

Here's how it works:

- Once you refer, each friend will automatically receive an email from American Express.
- Friends must apply through the **APPLY NOW** button in the email and be approved in order for you to earn your Referral Bonus.



DON'T FORGET.

You can earn with even more hotels.

Earn 2 Starpoints for each dollar of eligible purchases at participating Marriott Rewards® hotels when you use your Starwood Preferred Guest® credit card from American Express.†

Featured Property: Sheraton Gran Canaria Salobre Golf Resort, Canary Islands, Spain

Points expiration incentive



SPG® Starwood Preferred Guest

Don't lose your Starpoints.

We've noticed you haven't stayed with us in a while. If travel isn't on your calendar for the next couple of months, we wanted to share a great way for you to keep the Starpoints® you have earned from us. **Apply for The Starwood Preferred Guest® Credit Card** from American Express. Starpoints stay active as long as you continue to spend on your Card. You can earn **25,000 bonus Starpoints** after you use your new Card to make \$3,000 in purchases within the first 3 months.¹ Plus, enjoy \$0 introductory annual fee for the first year, then \$5.²

APPLY NOW

With the Card, you can enjoy benefits like:

- **Earn up to 5 Starpoints** for every dollar of eligible purchases at participating SPG hotels³ — that's 2 as a Card Member on top of the 2 or 3 you can earn as an SPG member.
- **Earn 2 Starpoints** for every dollar of eligible purchases on the Card at participating Marriott Rewards® hotels.⁴
- **Earn 1 Starpoint** for all other eligible purchases.⁵
- **No Foreign Transaction Fees** on international purchases.⁶
- **Receive free in-room, premium internet access.**⁷

Booking requirements apply.

Apply now and, if approved, start earning more Starpoints for your next getaway.



ARE YOU A BUSINESS OWNER?

Earn the same great benefits and more.

APPLY NOW

Featured Property: The Westin Denarau Island Resort & Spa, Fiji, Nadi, Fiji

Ready. Set. Rewards.



EARN UP TO 20,000 BONUS STARPOINTS.*

ONE-CLICK REGISTRATION

*You must become a Starwood Preferred Guest® American Express® Cardmember to qualify.



Now's the time to get the Starwood Preferred Guest American Express Card. New Cardmembers have the opportunity to earn up to 20,000 bonus Starpoints® on stays at SPG® hotels and resorts in Japan, Korea and Guam until 30 September 2017.⁴ Here's how it works:

- STEP 1 Register** for the promotion anytime from now until 30 August 2017.
- STEP 2 Apply** and get approved for the Starwood Preferred Guest American Express Card. **Apply now.** Clicking here will take you to the American Express paper website.
- STEP 3 Earn** 2,000 Starpoints for every two eligible stays until 30 September 2017, up to 20,000 Starpoints. Add this to the 10,000 Starpoints welcome bonus new Cardmembers earn after spending \$100,000 within the first three months of Cardmembership for a total of up to 20,000 bonus Starpoints.



ONE-CLICK REGISTRATION

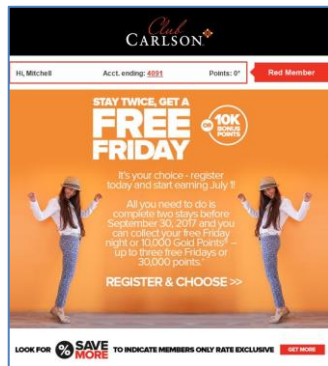
*Terms & Conditions

Not a Cardmember yet?

Get the Card — and these bonus Starpoints. Apply today for the Starwood Preferred Guest American Express Card. Once approved, you can earn 10,000 welcome bonus Starpoints, plus an additional 10,000 bonus Starpoints with this limited time offer.

APPLY NOW >

PROMOTIONS



CARLSON
H. Mitchell Acc't ending: 8881 Points: 0* Red Member

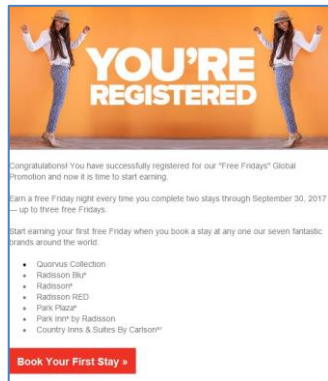
STAY TWICE, GET A FREE FRIDAY **10K POINTS**

It's your choice—register today and start earning July 1!

All you need to do is complete two stays before September 30, 2017 and you can collect your free Friday night or 10,000 Gold Points*—up to three free Fridays or 30,000 points.

REGISTER & CHOOSE >>

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



YOU'RE REGISTERED

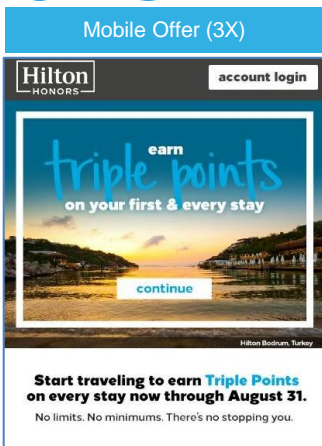
Congratulations! You have successfully registered for our "Free Fridays" Global Promotion and now it is time to start earning.

Earn a free Friday night every time you complete two stays through September 30, 2017—up to three free Fridays.

Start earning your first free Friday when you book a stay at any one of our seven fantastic brands around the world:

- Quorvus Collection
- Radisson Blu®
- Radisson®
- Radisson RED
- Park Plaza®
- Park Inn by Radisson
- Country Inns & Suites by Carlson®

Book Your First Stay >

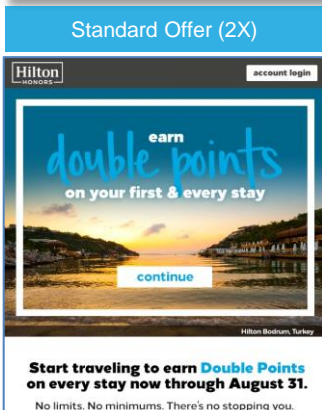


Hilton HONORS account login

earn triple points
on your first & every stay

continue

Start traveling to earn Triple Points on every stay now through August 31.
No limits. No minimums. There's no stopping you.

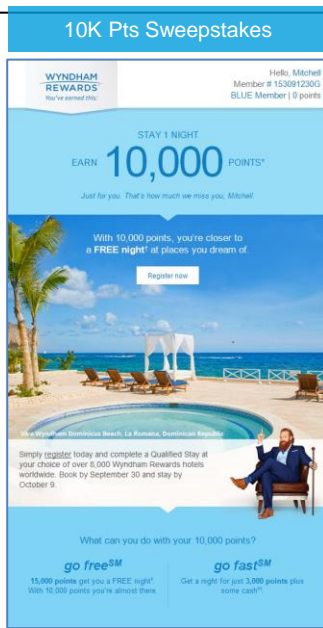


Hilton HONORS account login

earn double points
on your first & every stay

continue

Start traveling to earn Double Points on every stay now through August 31.
No limits. No minimums. There's no stopping you.



WYNDHAM REWARDS Hello, Mitchell Member # 1530912300 BLUE Member | 0 points

STAY 1 NIGHT, EARN 10,000 POINTS*

Just for you. That's how much we value you, Mitchell.

With 10,000 points, you're closer to a **FREE night*** at places you dream of.

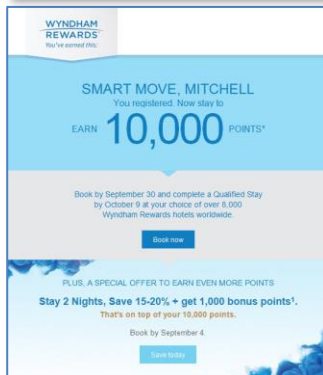
Register now

Simply register today and complete a Qualified Stay at your choice of over 5,000 Wyndham Rewards hotels worldwide. Book by September 30 and stay by October 9.

What can you do with your 10,000 points?

go freeSM 15,000 points get you a FREE night*
With 10,000 points you're almost there

go fastSM Get a night for just 3,000 points plus more cash**



WYNDHAM REWARDS You've earned this.

SMART MOVE, MITCHELL
You registered. Now stay to

EARN 10,000 POINTS*

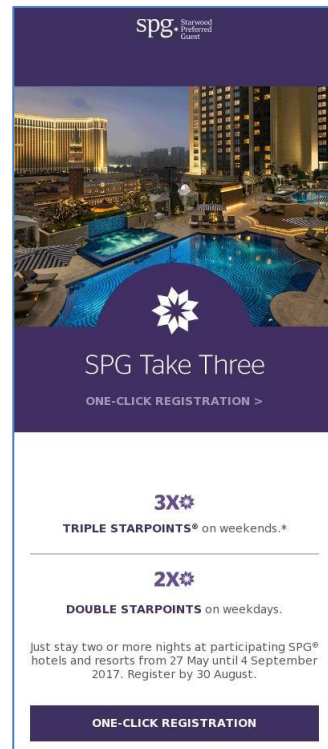
Book by September 30 and complete a Qualified Stay by October 9 at your choice of over 5,000 Wyndham Rewards hotels worldwide.

Book now

PLUS, A SPECIAL OFFER TO EARN EVEN MORE POINTS
Stay 2 Nights, Save 15-20% + get 1,000 bonus points*.
That's on top of your 10,000 points.

Book by September 4.

Save today



spg Staywell Preferred Guest

SPG Take Three
ONE-CLICK REGISTRATION >

3X*
TRIPLE STARPOINTS® on weekends.*

2X*
DOUBLE STARPOINTS on weekdays.

Just stay two or more nights at participating SPG® hotels and resorts from 27 May until 4 September 2017. Register by 30 August.

ONE-CLICK REGISTRATION



Sheraton

START PLANNING YOUR TRIP & REGISTER FOR TRIPLE STARPOINTS®

Explore Austin, Texas

SPG TAKE THREE

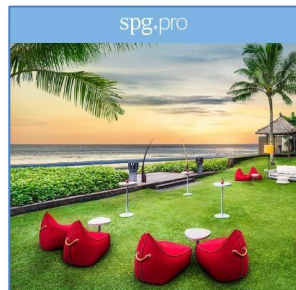
Triple Up on Starpoints® with **SPG® Take Three**. Register now and enjoy more bonus Starpoints on your next stay!

- Triple Starpoints on Weekends
- Double Starpoints on Weekday stays

Register online and just stay two or more nights between May 27 and September 4, 2017. Registration ends August 30, 2017.

Visit Austin, Texas to experience the transformed **Sheraton Austin Hotel at the Capitol** featuring a new lobby, restaurant and more.

SPG PRO ACQUISITION



spg.pro

Triple Choice.

CHOOSE THREE REWARDS FOR YOUR NEXT EVENT.

[LEARN MORE](#)

Ring your Sales Associate to book an event in Asia Pacific by 15 September 2017 for arrivals from 1 March until 30 September 2017.

Get to know SPG® Pro.

Join today to earn rewards for your meetings and events, enjoy exciting bonus opportunities and much more.

[ENROLL NOW >](#)


spg.pro

Book early. Save more.

SAVE UP TO 15% WHEN YOU BOOK YOUR MEETING EARLY.

[LEARN MORE](#)

Get to know SPG® Pro.

Join today to earn rewards for your meetings and events, enjoy exciting bonus opportunities and much more.

[ENROLL NOW >](#)


spg.pro

Weekends work.

GET A 5% CREDIT ON WEEKEND GROUP BOOKINGS.

[LEARN MORE](#)

Get to know SPG® Pro.

Join today to earn rewards for your meetings and events, enjoy exciting bonus opportunities and much more.

[ENROLL NOW >](#)


spg.pro

Power Up.

EARN DOUBLE STARPOINTS AND MORE ON MEETINGS AND EVENTS IN EUROPE.

[LEARN MORE](#)

It's time to power up your meetings and events in Europe with double Starpoints® and your choice of added bonus.

Ring your Sales Associate to book by 30 September 2017 for arrival by 31 December 2017.

Get to know SPG® Pro.

Join today to earn rewards for your meetings and events, enjoy exciting bonus opportunities and much more.

[ENROLL NOW >](#)


spg.pro

More nights, more savings.

EARN A SIGNING BONUS, PLUS SAVE ON FOOD AND BEVERAGE WHEN YOU BOOK A BLOCK OF ROOMS.

[LEARN MORE](#)

Get to know SPG® Pro.

Join today to earn rewards for your meetings and events, enjoy exciting bonus opportunities and much more.

[ENROLL NOW >](#)


spg.pro

Three cheers.

EARN TRIPLE STARPOINTS® WHEN YOU BOOK THREE OR MORE EVENTS.

[REGISTER NOW](#)

Get to know SPG® Pro.

Join today to earn rewards for your meetings and events, enjoy exciting bonus opportunities and much more.

[ENROLL NOW >](#)