

October 2016 Marriott Rewards Email Program Review

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December 1st, 2016



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October 2016 Summary Program Review

October 2016 Key Storylines

- ❖ **October** generated the **3rd highest clicks** but **lowest bookings** YTD
- ❖ **Top 3 offers** generated the majority of **eNews** click engagement
- ❖ **Destinations** disruptive design did not generate strong click engagement
- ❖ **Linked Account Reminder Solo** drove higher click response than launch Solo
- ❖ **MegaBonus Achievement Solo** generated the highest email KPIs
- ❖ **Rewards Plus Acquisition Solo** generated similar performance to Abandoned Search
- ❖ **Test Summary:** CTA copy, Body copy, Moments type, MRCC offer & subject lines

High click engagement, low bookings

		eNews +	HS +						
		Program	Benefits	Offers	Dest.	Solos	Lifecycle	MRCC	METT
Audience	Audience*	18.6 M +0.7%							
	Total Delivered	88.7 M 1.4%	13.2 M 16.2%	10.3 M 15.0%	11.9 M -2.3%	28.0 M 7.4%	5.9 M 49.3%	13.4 M -29.0%	6.1 M -0.9%
	Unsub Rate	0.18% -0.0 pts	0.13% 0.0 pts	0.17% 0.0 pts	0.13% -0.1 pts	0.15% -0.0 pts	0.28% -0.3 pts	0.26% 0.0 pts	0.18% 0.0 pts
	Delivery Rate	99% 0.2 pts	99% -0.3 pts	99% 1.3 pts	99% 0.7 pts	99% 0.2 pts	97% 5.0 pts	99% -0.3 pts	96% -2.4 pts
Engagement	Open Rate	23.8% 0.7 pts	24.0% 0.8 pts	18.5% -0.8 pts	21.2% 2.4 pts	25.2% -0.7 pts	35.1% 0.8 pts	22.3% 0.9 pts	24.1% -0.1 pts
	Opens	21.2 M 4.4%	3.2 M 20.4%	1.9 M 10.1%	2.5 M 10.2%	7.0 M 4.6%	2.1 M 52.9%	3.0 M -26.2%	1.5 M -1.3%
	Click Rate	2.2% 0.3 pts	4.1% 0.5 pts	1.4% -0.4 pts	0.7% -0.2 pts	2.8% 0.5 pts	5.2% -1.2 pts	0.6% -0.0 pts	0.8% -0.0 pts
	Unique Clicks	2.0 M 16.6%	540.8 K 31.8%	143.8 K -8.2%	86.5 K -27.1%	789.9 K 30.3%	305.2 K 20.5%	79.6 K -31.8%	50.1 K 0.7%
	Click to Open Rate	9.4% 1.0 pts	17.0% 1.5 pts	7.5% -1.5 pts	3.4% -1.8 pts	11.2% 2.2 pts	14.8% -4.0 pts	2.7% -0.2 pts	3.4% 0.1 pts
Financial	Bookings	155.3 K -2.2%	41.5 K -12.0%	10.0 K -28.6%	7.9 K -34.7%	61.6 K 16.3%	21.7 K 14.5%	6.4 K -27.1%	6.2 K 29.0%
	Revenue	\$57.3 M -1.1%	\$15.2 M -14.2%	\$3.6 M -28.8%	\$2.7 M -33.1%	\$23.0 M 21.9%	\$8.4 M 11.7%	\$2.1 M -30.0%	\$2.2 M 36.3%
	Conversion Rate	7.8% -1.5 pts	7.7% -3.8 pts	7.0% -2.0 pts	9.1% -1.1 pts	7.8% -0.9 pts	7.1% -0.4 pts	8.1% 0.5 pts	12.3% 2.7 pts
	Bookings per Delivered(K)	1.7 -3.6%	3.1 -24.3%	1.0 -37.9%	0.7 -33.1%	2.2 8.3%	3.7 -23.3%	0.5 2.7%	1.0 30.1%

* 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

Program Performance Summary

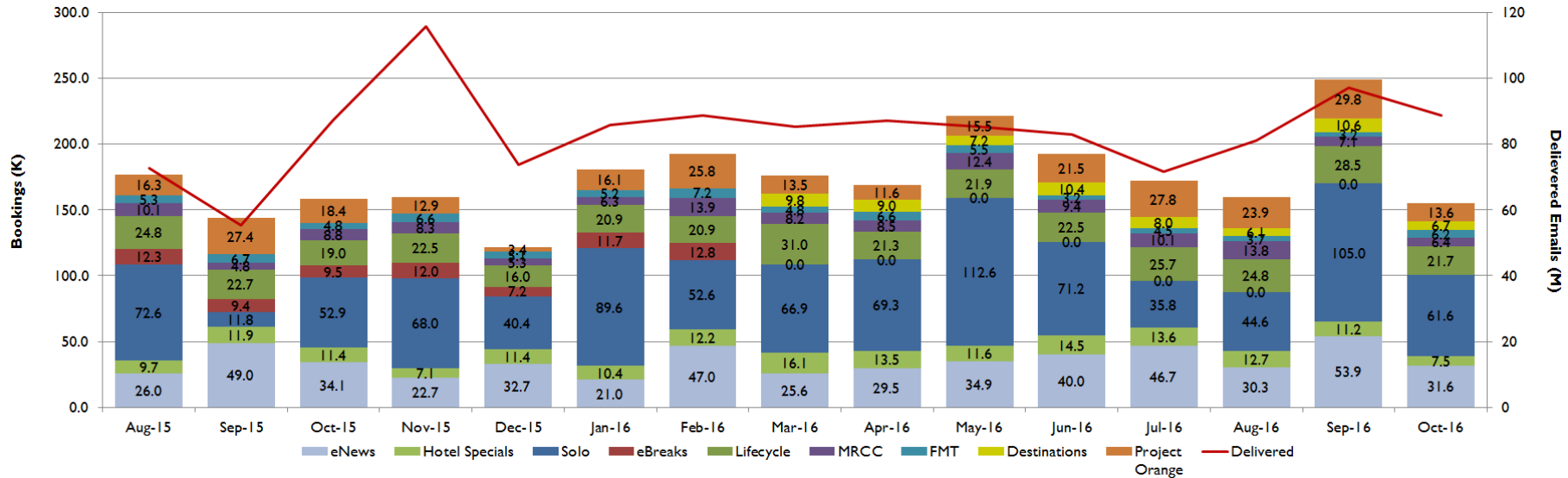
eNews & Solos supported non-booking initiatives like Account linkage & sweepstakes which generated a high CTO% but low Conv%

MegaBonus did not appear to attract the type of engagement it had in the past, impacting **eNews & Hotel Specials** CTO% & Conv%

Destinations generated the lowest click volume and CTO% supporting a Halloween theme

Lifecycle bookings increased 15% YoY but booking per delivered hit a 2.5 year low due to low email KPIs across multiple campaigns & Onboarding

A number of initiatives supported were not booking drivers



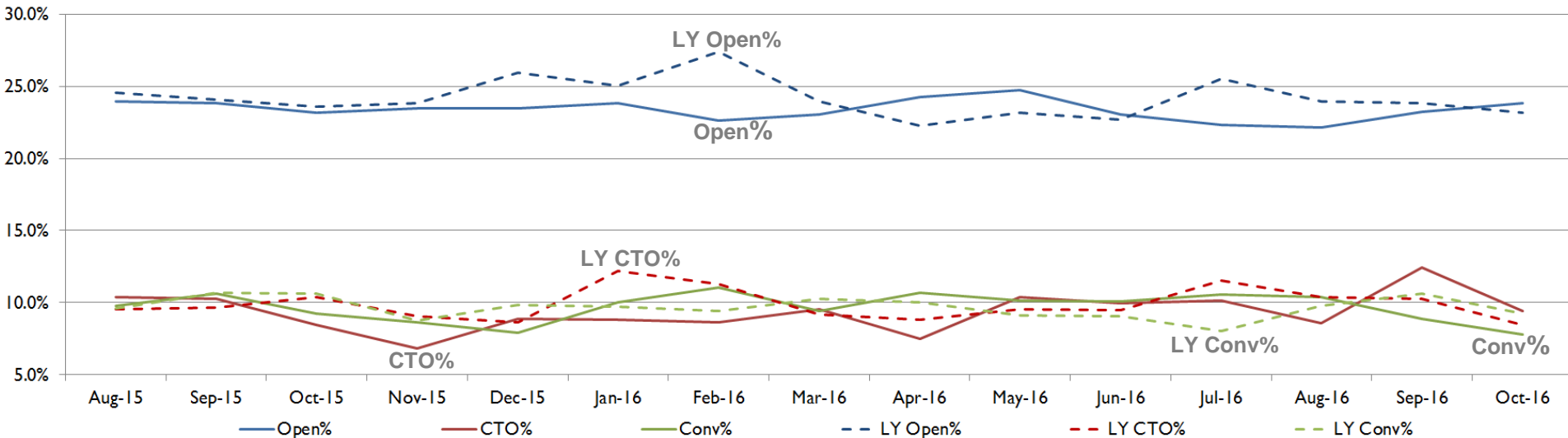
October Key Solo mailings

Oct '16:		Delivered / EIR Bookings
Account Linkage Reminder	13.4 M / 25.6 K	
NFL Shop	9.9 M / 2.4 K	
MB Achievement	64.5 K / 10.1 K	
Abandoned Search	306 K / 7.8 K	
RewardsPlus Acquisition	218 K / 7.4 K	

Initiatives Supported in Base Communications

Cruise Sweepstakes	Moments
Account Linkage	NRG
Shop Marriott	Marriott Traveler

Support of non-booking initiatives impacted Conv%



Observations:

- **Open%** was the 3rd highest in over a year, led by **Destinations** over 2015 eBreaks
- **CTO%** was 12% higher YoY due to account linkage support in **eNews** and **Solo**
- **Conv%** fell to the lowest since 2012 due to **eNews & Hotel Specials** performance as well as non-booking **Solos**

+ Key Storylines

Top sections dominated eNews clicks

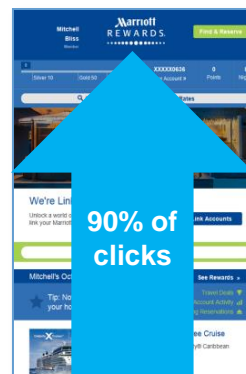
90% of clicks went to content above Chat with Travel Stickers (Rewards)

Content included high click generating content

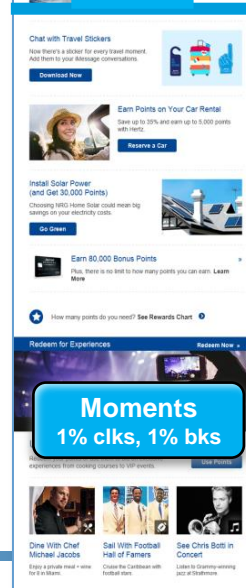
- Link Accounts (Top Offer) 49% of email clicks
- MegaBonus (Rewards) 7% of email clicks
- Cruise Sweepstakes (Rewards) 6% of email clicks

Consider reducing workload in other eNews sections when strong offers are featured

- ex. Jan/Feb, Jul, Sept/Oct were MegaBonus months

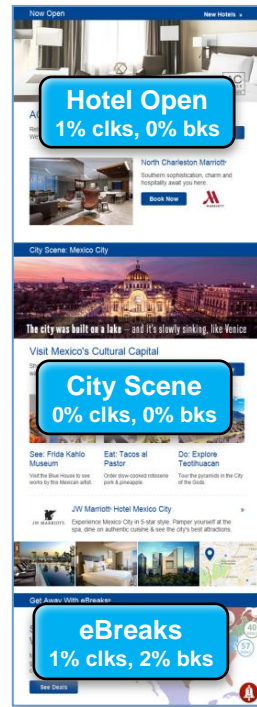


90% of
clicks



eNews

Your Account: Link to SPG®



Disruptive design & content did not drive engagement

1) There were a number of new elements that may have contributed to a lack of engagement

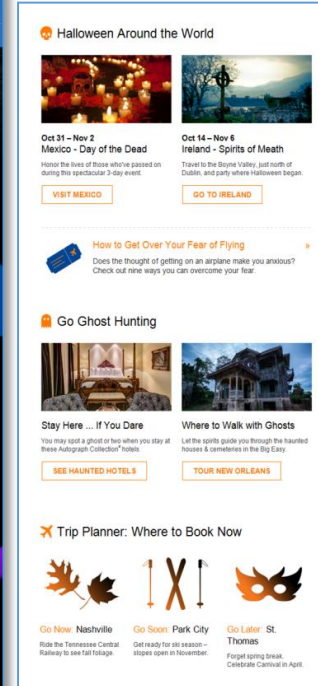
- No Main CTA & unique body CTA
- Non destination based imagery
- Reduced # of destinations
- Content revolved around holiday
- Strong influence of theme in content & copy

2) Family content remains a challenge to feature successfully

- “Kid Family Fun” received the least clicks in the top section
- Targeting may be the key to making family content relevant

Future design & content are focused on expanding on successful elements from Sept Destinations

Destinations (Top Half) Boooooooo(k a Halloween Trip)



MegaBonus Achievement should be part of migration to Orchestration

Spring '16

You've Unlocked Another MegaBonus® Offer

First Name
Last Name
Member Status

Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account » Points Nights

Find A Hotel

MegaBonus

You've Unlocked a New Offer: 2,500 Points

Congratulations! You've stayed twice and achieved MegaBonus® wins #1 and #2. Want more? Go for win #3. Make one more stay* and earn 2,500 bonus points.

ACHIEVED **ACHIEVED** **WIN**

You earned a free night after two stays. You unlocked your new bonus points offer. Now earn 2,500 bonus points on your next stay - enjoy!

Earn 2,500 bonus points to use towards future stays, shopping, dining and more.

[Register Now](#)

*A 'stay' is defined as consecutive nights spent at the same hotel, regardless of check-in/check-out activity.

Fall '16

You Got Your MegaBonus, But There's More

First Name
Last Name
Member Status

Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account » Points Nights

Search Marriott Rewards Member Rates

MegaBonus

✓ 5,000 MEGABONUS® POINTS
NOW GET 5,000 MORE

Members get it: You made 2 stays and got your MegaBonus! Now register by [DATE1] and stay one more time by [DATE2] and you'll double your bonus.

[CLAIM YOUR BONUS](#)

*A 'stay' is defined as consecutive nights spent at the same hotel, regardless of check-in/check-out activity.

MegaBonus Achievement Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Fall '16	63.3 K	10.0 K	\$3.1 M	75.6%	87.8%	23.8%	157.9
Spring '16	29.5 K	3.7 K	\$1.2 M	73.1%	75.5%	23.0%	127.0

Observations

MegaBonus Achievement Solos generated the highest email KPIs

- Members continue to find a combination of acknowledgment & a new offer highly valuable

Continue to support RewardPlus Acquisition as a Solo

RewardsPlus generated the same monthly bookings as Abandoned Search at a higher booking per delivered

Solo development may not be resource intensive

- Nearly identical creative was used in April with minimal fatigue

RewardsPlus Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Oct '16	218.2 K	7.4 K	\$3.1 M	46.0%	28.7%	25.8%	34.0
Apr '16	185.0 K	7.4 K	\$3.1 M	45.9%	29.9%	29.0%	39.8
Jul '13	287.7 K	15.2 K	\$5.9 M	52.7%	33.8%	29.7%	52.9

SL: Double Status Looks Good on You, Marriott

Marriott Rewards
Find & Reserve

Silver 15 Gold 50 Platinum 75 XXXXX6789 Your Account 350,000 Points 76 Nights

Search Marriott Rewards Member Rates

RewardsPlus

Double Your Status with RewardsPlus

Enjoy upgrades, everywhere. Your Platinum Elite status is your ticket to complimentary United MileagePlus® Premier® Silver status* with RewardsPlus.

Register

★ Your MileagePlus Premier Silver Benefits See All

Check Your Bag for Free
Forget the baggage fees and stuff your bag with souvenirs instead.

Choose Your Favorite Seat
Get access to United Economy Plus® seating at check-in for you and a companion.

Upgrade Your Flight
Upgrade your cabin for free on the day of your departure with Complimentary Premier® Upgrades.

More Benefits for You
You'll also enjoy the fast lane at the airport with Premier Access® priority airport services, earn seven award miles per dollar on United® flights, and more**

*One complimentary standard size bag no more than 50 lbs. (23 kg). Complimentary upgrades and access to Economy Plus are subject to availability. Benefits are subject to the rules of the United MileagePlus program. For details, see [www.united.com](#).

**MileagePlus members earn miles based on the fare and MileagePlus status for most flights operated by United and United Express®, with some exceptions. For complete details about the MileagePlus program, go to [united.com/mileageplus](#). See United's complete list of airports that offer Premier Access security lanes. Premier Access is subject to availability. See Premier Access terms and conditions for more information.

All RewardsPlus program terms and conditions apply. All RewardsPlus program terms and conditions apply. All Marriott Rewards program terms and conditions apply.

Linked Account design update may have impacted engagement

Oct Reminder generated higher engagement than Sept Launch

- Higher Open rate due to action-oriented subject line
- Higher CTO% due to simplified design & Sweepstakes

SPG Account Linkage Solos	Delivered	Clicks	EIR Bookings	Open%	CTO%	Conv%
Oct Reminder	13.4 M	529.8 K	25.6 K	27.0%	14.7%	4.8%
Sep Launch	18.2 M	493.7 K	36.2 K	24.4%	11.2%	7.3%

Design updates

- More direct
- Less copy
- Increased white space

Link level analysis to be conducted to separate design clicks from sweepstakes clicks

Oct Reminder
Link to SPG, Jim

Sept launch
Marriott + Starwood is Here, Jim

October testing summary



- MRCC offer test
- CTA copy test
- Offer body copy & eBreaks test in Hotel Specials
- Moments: Specific vs Category test in eNews
- Subject line testing in Destinations

A new credit card offer generated higher click engagement over the 80 K pt offer

Control (80 K)

Test 1 (Math Box)

Test 2 (New Offer)

Campaign CTO%: 2.4% Campaign CTO%: 2.4% Campaign CTO%: 2.6%

0.53% Section CTO%

Earn 80,000 Bonus Points

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

5,000 Your balance as of 10/12/2016 + 80,000 After you spend \$3,000 in the first 3 months

\$5 annual fee*

85,000 Points

Apply Now

Offer Details *Terms & Conditions

Elit. as a valued member, it is our pleasure to offer you the Marriott Rewards® Premier Credit Card. Apply by November 30, 2016, and you will enjoy the following benefits:

- 1 Free Night Stay (Cat. 1-5) Every year after your account anniversary*
- 15 Credits Toward Your Elite Membership Annually after your account anniversary* plus 1 additional Elite Credit for every \$3,000 you spend on card purchases*
- No Foreign Transaction Fees* And enjoy wider acceptance when you travel with your embedded chip card

- 80,000 Bonus Points After you spend \$3,000 on purchases in the first 3 months from account opening*
- 7,500 Bonus Points When you add the first authorized user and make a purchase in the first 3 months from account opening*

This product is available to you if you do not have this card and have not received a new cardmember bonus for this card in the past 24 months.

0.52% Section CTO%

Earn 80,000 Bonus Points

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

15 After account opening*

17 Elite Night Credits (enough for Silver Elite Status)

\$5 annual fee*

85,000 Points

Apply Now

Offer Details *Terms & Conditions

Elit. as a valued member, it is our pleasure to offer you the Marriott Rewards® Premier Credit Card. Apply by November 30, 2016, and you will enjoy the following benefits:

- 1 Free Night Stay (Cat. 1-5) Every year after your account anniversary*
- 15 Credits Toward Your Elite Membership Annually after your account anniversary* plus 1 additional Elite Credit for every \$3,000 you spend on card purchases*
- No Foreign Transaction Fees* And enjoy wider acceptance when you travel with your embedded chip card

- 80,000 Bonus Points After you spend \$3,000 on purchases in the first 3 months from account opening*
- 7,500 Bonus Points When you add the first authorized user and make a purchase in the first 3 months from account opening*

This product is available to you if you do not have this card and have not received a new cardmember bonus for this card in the past 24 months.

0.69% Section CTO%

Earn 2 Free Night Stays + a \$200 Statement Credit

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

1 Elite Night credits as of 10/12/2016

15 After account opening*

\$5 introductory annual fee for the first year, then \$50

85,000 Points

Apply Now

Offer Details *Terms & Conditions

Elit. as a valued member, it is our pleasure to offer you the Marriott Rewards® Premier Credit Card. Apply by November 30, 2016, and you will enjoy the following benefits:

- 2 Free Night Stays (Cat. 1-5) And a \$200 statement credit after you spend \$3,000 on purchases in the first 3 months from account opening*
- 15 Credits Toward Your Elite Membership Annually after your account anniversary* plus 1 additional Elite Credit for every \$3,000 you spend on card purchases*
- No Foreign Transaction Fees* And enjoy wider acceptance when you travel with your embedded chip card

- 1 Free Night Stay (Cat. 1-5) Every year after your account anniversary*
- 7,500 Bonus Points When you add the first authorized user and make a purchase in the first 3 months from account opening*

This product is available to you if you do not have this card and have not received a new cardmember bonus for this card in the past 24 months.

Hypothesis: Featuring a **new credit card offer** (2 free nights & credit) can create a higher click engagement than repeating a strong offer

Results:

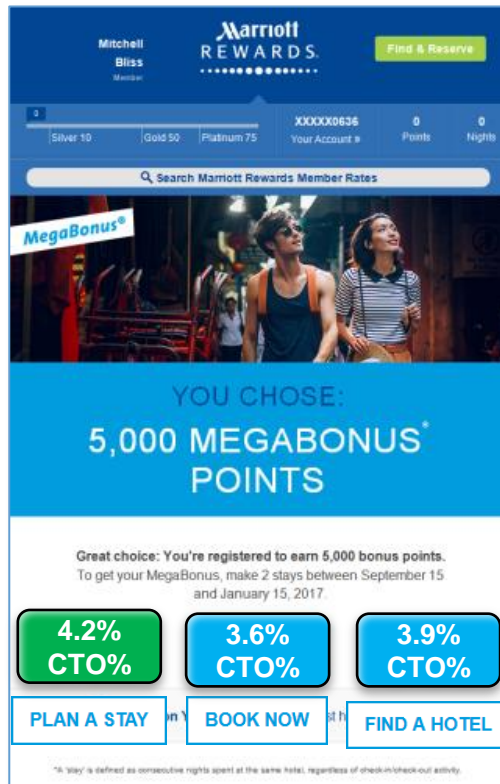
- The new offer generated a higher CTO% at a campaign and section level
- Changes in Do the Math box did not impact click engagement (Control vs Test 1)

Takeaways:

- Keep offers fresh to optimize response
- Testing Do the Math has not resulted in meaningful results

“Plan a Stay” CTA copy generated more bookings

5,000 Points CTA link results



Hypothesis: “Book Now” copy is the strongest CTA to drive bookings

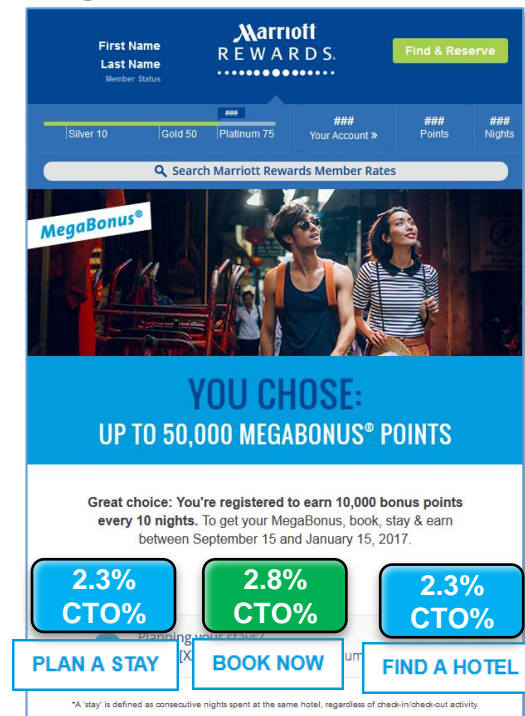
Updated Results: “Plan a Stay” generated a higher booking per email across both MB reward tiers

5 K: “Plan a stay” won at a CTA & campaign level

50 K “Book now” won at a CTA level (Fig1) but “Plan a stay” won at a campaign level

- Use “Plan a Stay” in future registration confirmation emails
- “Plan a Stay” will be main CTA copy in Dec Destinations
- Recommend testing in different booking CTA campaigns (e.g. Feb Hotel Specials)


Fig 1.50,000 Points CTA link results




Like Sept, offer body copy did not increase click engagement

Control: Offer body copy & Old eBreaks


✈ Where to Celebrate See All




Christmas Season at Gaylord
Rock around the tree in Washington, DC, Nashville, Kissimmee or Dallas.
Save 20%



Thanksgiving Stays From \$79
Stay near the shops on Black Friday.
Save 30%




100 Spa Credit in Sonoma
Relax by the fireplace, wine in hand, after your massage.
From \$389




Dine Out in Hilton Head
Savor two good meals seaside. Breakfast & dinner included.
From \$259

Test: No body copy & New eBreaks

✈ Where to Celebrate See All




Christmas Season at Gaylord
Save 20%



Thanksgiving Stays from \$79
Save 30%

**Experiences section
+40% click engagement
than Control**



Dine Out in Hilton Head
From \$259

Control vs Test emails generated nearly identical Open%, CTO% & Booking per delivered

- However, there was different engagement between Experiences & eBreaks sections

Test results impacted by eBreaks new creative testing

- Control: Offer Body Copy & Old eBreaks
- Test: No Body Copy & New eBreaks

Future test planned for Dec Hotel Specials to confirm findings

Save 20% With eBreaks®

**eBreaks section
+47% click engagement
than Test**

Save 20% With eBreaks®

Act Fast to **Save 20%**
Save with eBreaks® this weekend at a location near you.
SEE DEALS

Moments received low engagement; little difference between specific vs general



- Moments module consistently has not attracted clicks
- **Support specific Moments with “See All” links**
 - General “see all” links generated the most clicks

Oct Subject line test & roll summary

Destinations (Core)

- **Boooooooo(k a Halloween Trip)**
- Ghosts, Zombies, & Haunted Hotels, Oh My!
- 3 Cool Places to Celebrate Halloween

Open rates**

5.8%*
4.9%
4.7%

Descriptors of winning subject line

Disruptive, playful

Passive

TSAT Destinations

- **Ghosts, Zombies, & Haunted Hotels, Oh My!**
- Boooooooo(k a Halloween Trip)
- 3 Cool Places to Celebrate Halloween

6.5%
6.5%
6.0%

Passive

WHPH Destinations

- **3 Must-See Halloween Cities**
- Celebrate Halloween Like You Mean It
- 3 Cool Places to Celebrate Halloween

10.3%*
10.0%
9.6%

Imperative, listicle

Passive

“3 Cool places...” consistently generated the lowest open rate in all segments

*Statistically Significant

** Open rates appear low due to the delay in when Opens occur vs when emails appear in inbox. Roughly half the recipients that opened did so within 2 hours of receipt



Key Takeaways

October '16 Key Takeaways

Content Highlights

- Reduce workload in other eNews sections when strong offers are featured
- Family content remains a challenge; leverage targeting
- Members love being recognized and discovering new rewards

Orchestration

- Ensure achievement notifications are a part of MegaBonus Orchestration

Testing learnings:

- Keep offers fresh to optimize response
- Current MRCC “Do the Math” testing has not yielded results
- Booking consideration CTA continued to generate more bookings than “Book Now” or Find a Hotel” in MB Reg Conf
- Hotel Specials may not need offer body copy
- Support specific Moments with “See All” links



Competitive Insights

A full-page advertisement for the World of Hyatt loyalty program. The top section has a solid blue background with the 'HYATT GOLD PASSPORT' logo in the top left and 'Welcome, Mitchell' in the top right. The main title 'WORLD OF HYATT' is centered in large, white, sans-serif capital letters. Below this, the introductory text 'Introducing World of Hyatt, your new loyalty program, replacing Hyatt Gold Passport® on March 1, 2017' is centered in a smaller, dark blue font. A small white button with the text 'Explore World of Hyatt' is positioned below the intro. The middle section features three paragraphs of text on a white background, describing the program's focus on experiences and connections. At the bottom, there is a photograph of a person jumping over a beach with their arms spread wide, set against a backdrop of a clear blue sky and turquoise ocean. The words 'WORLD OF HYATT' are superimposed in large, white, sans-serif capital letters over the photo.

HYATT[®]
GOLD PASSPORT

Welcome, Mitchell

WORLD
OF
HYATT

**Introducing World of Hyatt,
your new loyalty program,
replacing Hyatt Gold Passport[®]
on March 1, 2017**

Explore World of Hyatt

Simply put, World of Hyatt is a celebration of you and your journey. Beyond just great locations, luxurious rooms and top-notch amenities — It's about connecting you to the people, places and stories at the heart of your world.

We designed the program for you. We heard what makes your experiences better and more meaningful — and we tailored World of Hyatt to meet those needs, so you can expect the exceptional.

Discover more, including the new Program Terms and details for when and how your Hyatt Gold Passport membership will transition to World of Hyatt at
HYATT.COM/WORLD

WORLD
OF
HYATT

- March 1, 2017 “Hyatt Gold Passport” will become “World of Hyatt”
- Positioned as “celebrating you”
- CTA: *Explore World of Hyatt*

Generic fall theme was leveraged by Wyndham

Wyndham Fall Savings Event

Book weekday stay and save \$10 off/night after 2+ nights and earn 200 points

Offers

WYNDHAM REWARDS

Hello, Mitchell

Member #153091230G

BLUE Member | 0 points

\$10 OFF per night
+ **200** bonus points
when you stay 2 or more nights*

Don't miss out on our Fall Savings Event.

Just book your weekday stays (Sunday–Thursday arrivals) between October 8–November 28, 2016 to save \$10 off each night when you stay at least 2 or more nights at a participating hotel. Complete your stays by January 31, 2017. Plus, earn 200 bonus points.

[Book now](#)

Did you hear that, Mitchell?
It's an autumn adventure calling your name.

Hike somewhere new. Gather with family for the feast. Go back to your alma mater for homecoming.

Wherever you venture, this offer makes Fall even more rewarding.

[Get the offer](#)



Earn up to **30,000 bonus points** with the NEW Wyndham Rewards® Visa® Card.* That's enough for up to 2 free nights.* Plus, receive NEW magical perks.*

[Learn more](#)

Announcement Solo

WYNDHAM REWARDS

Hello, Mitchell

Member #153091230G

BLUE Member | 0 points

Victory is sweet and so are the savings

[Explore now](#)

Deals

Hoosier Valley, IN

Seattle, WA

Jackson, WY

Steals

Nashville, TN

Cleveland, TX

Aspen, CO

Unreal

Philadelphia, PA

Baltimore, MD

Minneapolis, MN

Every stay earns points toward FREE NIGHTS

Have another adventure in mind? [Explore](#)

\$10 OFF per night
+ **200** bonus points
when you stay 2 or more nights*

Don't miss out on our Fall Savings Event.

Just book your weekday stays (Sunday–Thursday arrivals) between October 8–November 28, 2016 to save \$10 off each night when you stay at least 2 or more nights at a participating hotel. Complete your stays by January 31, 2017. Plus, earn 200 bonus points.

[Book now](#)

eStatement

WYNDHAM REWARDS

Hello, Mitchell

Member #153091230G

BLUE Member | 0 points

Download the Wyndham Rewards App

Your Wyndham Rewards Statement as of 10/19/2016

You have **0** points

Blue Member My progress **0** nights

go free* 15,000 points get you a FREE night*

go fast* with 3,000 points plus some cash**

[Book now](#)

5 nights to go and you'll be sold

\$10 OFF per night
+ **200** bonus points
when you stay 2 or more nights*

Don't miss out on our Fall Savings Event.

Just book your weekday stays (Sunday–Thursday arrivals) between October 8–November 28, 2016 to save \$10 off each night when you stay at least 2 or more nights at a participating hotel. Complete your stays by January 31, 2017. Plus, earn 200 bonus points.

[Book now](#)

Our latest news and offers

Budget

Hospitality on wheels

Save up to 30% off base rates plus earn 600 Wyndham Rewards points per rental at participating Budget locations worldwide.

[Let's go](#)

Reasons you need our App

Fast booking. Hands-free assistance. Local eats and events. Points balance. Rewards status. These are just a few reasons to download the Wyndham Rewards App today.

[Download now](#)

Win a trip down under

Watch Wheel of Fortune® Oct. 24-28 for a chance to win 6 nights/7 days at \$100 by Wyndham Brisbane Fortitude Valley by Australia. Includes airfare for two and \$1,500 spending cash.* Check local listings.

[Learn more](#)

Earn up to **30,000 bonus points** with the NEW Wyndham Rewards® Visa® Card.* That's enough for up to 2 free nights.* Plus, receive NEW magical perks.*

[Learn more](#)

See Terms and Conditions for details

Earn points toward FREE NIGHTS around the globe

Have another adventure in mind? [Explore](#)

SPG used fall theme in travel inspiration emails



THE WESTIN PARTICULAR RESORT & CLUB

Dreaming of a warm vacation this fall?

Surround yourself with white sand beaches, crystal blue water, and plenty of local flavor in the Caribbean at one of our 8 destinations. Relax on Seven Mile beach in Grand Cayman, snorkel in St. Maarten or discover the hidden treasures of Vieques. Whatever type of escape you are looking for, we have a resort that is perfect for you! Enjoy free nights and resort credits when you book with us today.

[BOOK NOW >](#)

Featured getaways.



TRAVELING OUTSIDE OF THE CARIBBEAN?

We have our SunSational Savings offer in our Mexico hotels as well.

[LET'S GO >](#)



STARWOOD Caribbean Insider on facebook

Like our Facebook page for the hottest deals & travel tips in the Caribbean.

[LIKE US >](#)



THE WESTIN BAYVIEW RESORT & SPA, ST. MAARTEN

Many unique destinations with so many stories to tell.

Check out the Caribbean's hidden treasures.

[EXPLORE >](#)

SPG®


Fall for savings®

Discover destinations to seek out all season long. SPG® members are invited to enjoy an additional 5% savings, plus complimentary Wi-Fi.

[EXPLORE NOW >](#)



Travel directory.



DETROIT, MI

Take a detour to Motor City and explore top local attractions along the way.

[LET'S GO >](#)



NASHVILLE, TN

Escape to Music City and experience the best in tunes, nightlife and cuisine.

[LET'S GO >](#)



Play all day.

From Miami to Minneapolis, put a little play in your stay at W Hotels. Live it up with two signature cocktails, valet parking and a glam guestroom.

[EXPLORE >](#)

No plans? Try some of ours.



Coastal Westport

Indulge in a beach getaway complete with sun, sand and southern hospitality. >



Trick or treat

Throw yourself in a Halloween spirit. Book by October 15 to stay through March 31, 2017. >



Get in the game

Keep up game day with a curated list of hot events and fun amenities across the Midwest. >

Let's do fall.

The year's most colorful season brings cooler temperatures and plenty of reasons to travel. Book your next getaway and save up to 15% off your stay.

[EXPLORE NOW >](#)



Next stop, fall escapes.



ONLY IN OCTOBER

From Boston to Baltimore, Miami to New Orleans, discover savings you'll get only in October.

[LET'S GO >](#)



SOUTHERN CHARM

Book now and save up to 10% at hotels and resorts across the South this season.

[LET'S GO >](#)



One night is never enough.

Book two or more consecutive nights and receive 40% off every second night in Hawaii, California, New York and more.

[EXPLORE >](#)

Travel inspiration.




TURN ON YOUR WEEKEND



WISCONSIN FALL ESCAPES



CANADA'S BEST



DISCOVER DALLAS

Halloween theme was leveraged more by Field

Subject Line Only

BOO! NYC is on SALE this December...



BOOK YOUR PERFECT STAY
with the Hilton HHonors App

Hilton Garden Inn [VIEW OFFERS](#)

Hilton Garden Inn New York/West 35th Street

**UP TO 20% OFF
IN MIDTOWN**

PLUS DISCOUNT COUPONS TO
THE RIDE, THE TOUR & MORE

[BOOK NOW](#)

**STOP CLICKING AROUND
START SAVING**

Get the lowest price anywhere
online, for members only [EXPLORE](#)

Halloween Themed content



Hilton [VIEW OFFERS](#)
HOTELS & RESORTS

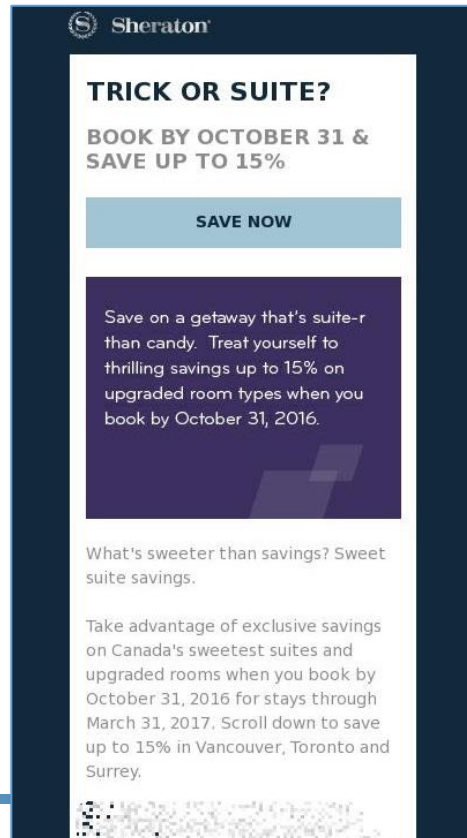
The Drake
REAL CHICAGO

Spooktacular Savings

Book by October 30th to unmask rates
from \$92 + exciting fall festivities

[BOOK NOW](#)

Halloween Copy



Sheraton

TRICK OR SUITE?

**BOOK BY OCTOBER 31 &
SAVE UP TO 15%**

[SAVE NOW](#)

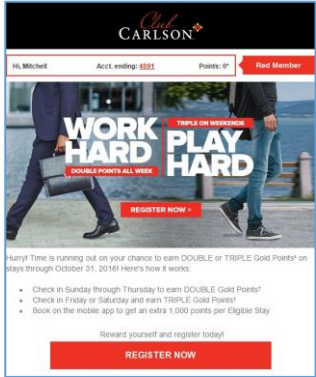
Save on a getaway that's suite-r
than candy. Treat yourself to
thrilling savings up to 15% on
upgraded room types when you
book by October 31, 2016.

What's sweeter than savings? Sweet
suite savings.

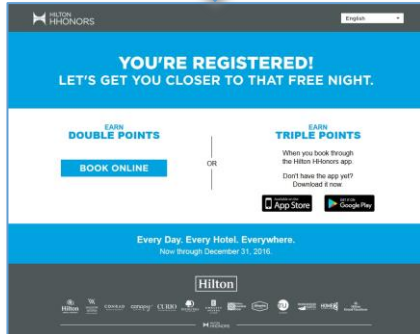
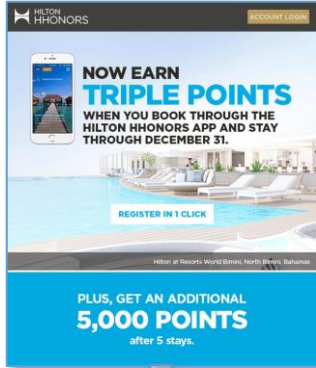
Take advantage of exclusive savings
on Canada's sweetest suites and
upgraded rooms when you book by
October 31, 2016 for stays through
March 31, 2017. Scroll down to save
up to 15% in Vancouver, Toronto and
Surrey.

October was promotion-heavy

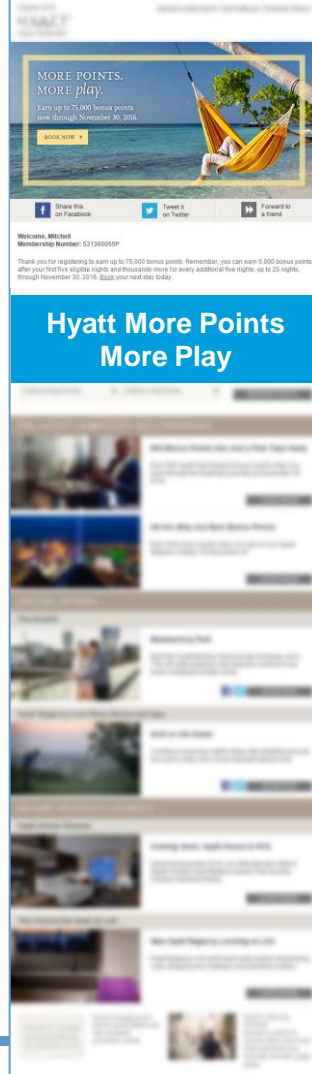
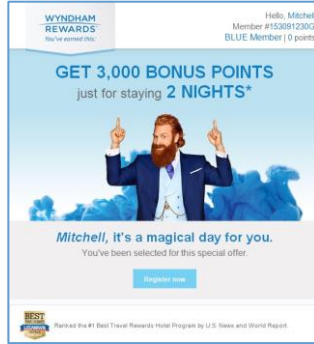
Carlson Work Hard Play Hard



Hilton Double/Triple Points



Wyndham Promotion



SPG 2X Pts
Weekdays/3X Pts
Weekends





Appendix

Members may be booking more in October

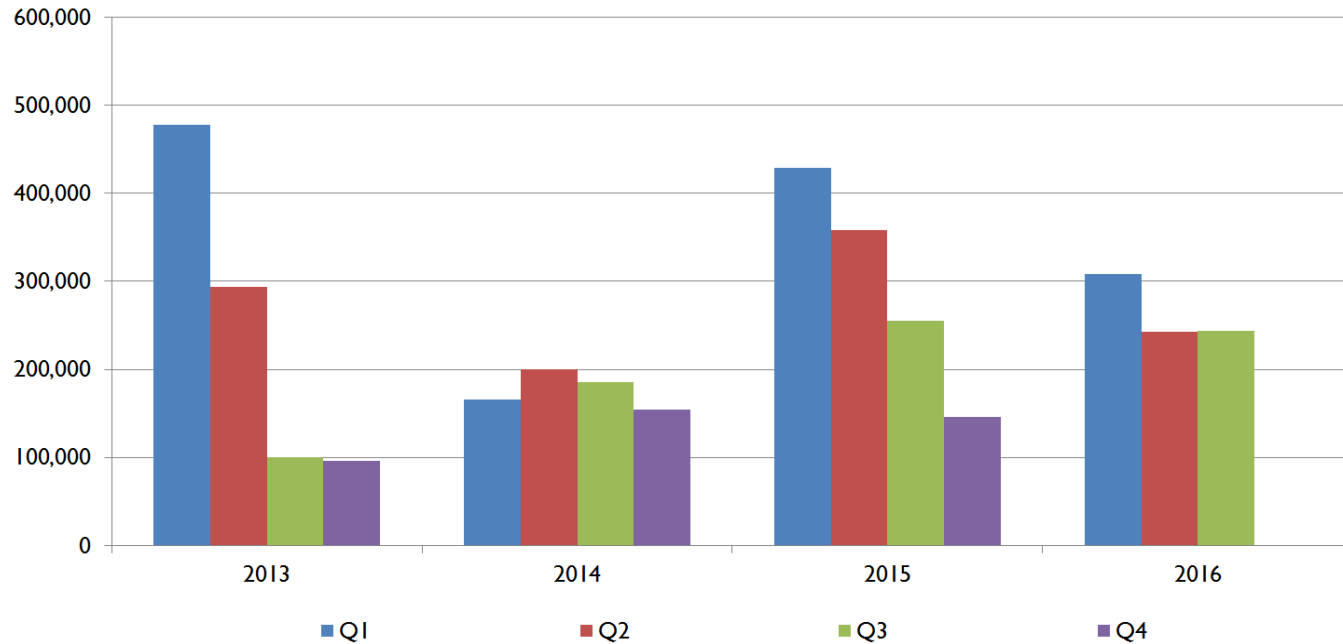
M.com booking trends indicate bookings above monthly

Average m.com Homepage % Change in Bookings & Revenue

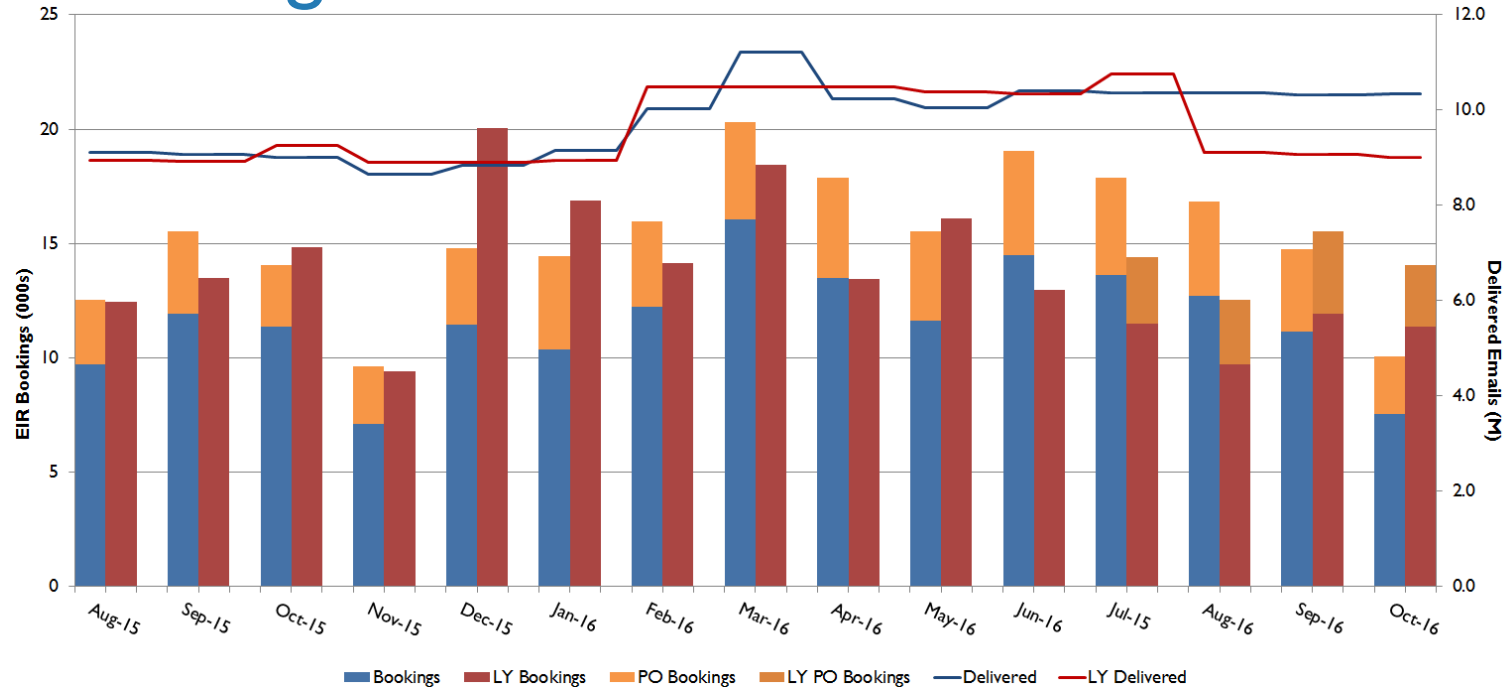
Month	Average of Percent Difference	Average of Percent Difference Revenue
Jan	26.80%	49.43%
Feb	-7.89%	-10.31%
Mar	15.28%	13.44%
Apr	-6.56%	-5.89%
May	-0.96%	-1.26%
Jun	3.51%	1.81%
Jul	5.36%	4.37%
Aug	-12.13%	-12.87%
Sep	-1.59%	2.63%
Oct	2.73%	-0.71%
Nov	-3.92%	-8.82%
Dec	-5.31%	-7.57%

Chart shows monthly bookings & revenue against the average month per year, 2013-2015

Hotel Specials Field Offers has generated less clicks throughout the year



Both Core and PO Hotel Specials generated less bookings in 2016 than 2015



Observations

Hotel Specials generated 29% less bookings YoY despite an 15% increase in delivered emails



October 2016 MR Campaign Reviews

October '16 eNews performance summary

		eNews +			
		Program	Benefits	eNews	Benefits
Audience	Total	88.7 M	13.2 M	12.0 M	1.2 M
	Delivered	1.4%	16.2%	15.8%	19.6%
	Unsub Rate	0.18%	0.13%	0.13%	0.11%
		-0.0 pts	0.0 pts	0.0 pts	0.0 pts
Engagement	Delivery Rate	99%	99%	99%	100%
		0.2 pts	-0.3 pts	-0.4 pts	0.1 pts
	Open Rate	23.8%	24.0%	23.8%	26.7%
		0.7 pts	0.8 pts	1.5 pts	-5.4 pts
Financial	Opens	21.2 M	3.2 M	2.8 M	331.9 K
		4.4%	20.4%	23.5%	-0.5%
	Click Rate	2.2%	4.1%	4.0%	4.9%
		0.3 pts	0.5 pts	0.7 pts	-1.5 pts
Financial	Unique Clicks	2.0 M	540.8 K	479.9 K	60.8 K
		16.6%	31.8%	39.4%	-7.9%
	Click to Open Rate	9.4%	17.0%	16.9%	18.3%
		1.0 pts	1.5 pts	1.9 pts	-1.5 pts
Financial	Bookings	155.3 K	41.5 K	31.6 K	9.9 K
		-2.2%	-12.0%	-7.3%	-24.4%
	Revenue	\$57.3 M	\$15.2 M	\$11.6 M	\$3.6 M
		-1.1%	-14.2%	-9.2%	-27.3%
Financial	Conversion Rate	7.8%	7.7%	6.6%	16.3%
		-1.5 pts	-3.8 pts	-3.3 pts	-3.5 pts
Financial	Bookings per Delivered(K)	1.7	3.1	2.6	8.0
		-3.6%	-24.3%	-20.0%	-36.8%

Observations

October eNews+Benefits deliveries increased 16.2% YoY and bookings decreased by 12.0% YoY, resulting in a 24.3% decrease in booking/delivered

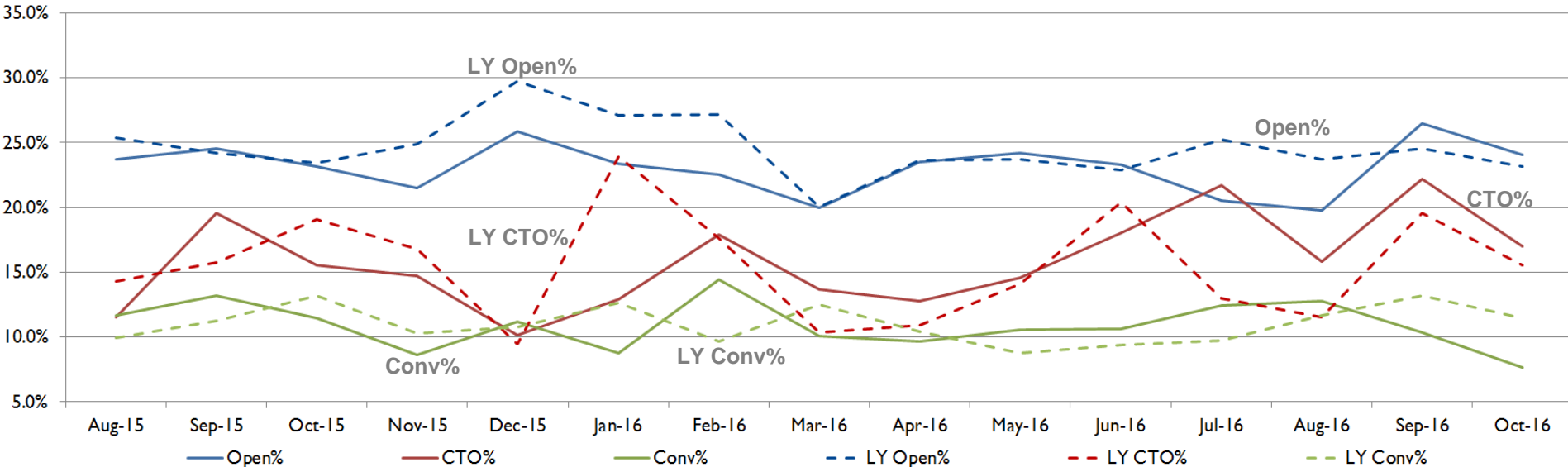
- Lowest Conv% since 2012
- While Conv% fell across all segments, PO segments generated lower Open & CTO% open rates

Targeted alliance messaging was featured in the Top Offer; other content highlights

- MegaBonus
- Cruise Sweepstakes
- Chat with travel stickers
- ShopMarriott
- Rewards Chart link

Moments section A/B tested generic vs specific experiences

Oct '16 eNews & Benefits Email KPI trends



Observations

- Open% was above YTD average & featured Linkage messaging
 - *Your Account: Link to SPG®*
- CTO% was above average for mailings that did not feature MegaBonus in the Top Offer
- Conv% was the lowest to date likely due to the prominent feature of non-booking CTAs (Account linkage, Cruise Sweepstakes, Travel stickers, NRG)

October '16 eNews sections

Observations

eNews generated the 2nd most clicks in over a year but the lowest Conv% since 2012

Top offer section generated the type of click engagement as months where MegaBonus & Summer Promo were announced (> 50% of eNews clicks)

- However, the lack of direct booking opportunity impacted Conv% (nearly half of promo months)

The Rewards section generated the most clicks since June'15 but Conv% was 21% below YTD averages

- The majority of clicks went to MegaBonus and Cruise sweepstakes placements & the MegaBonus Conv% was below average
- Multiple non booking CTA content (ShopMarriott, Rewards Chart, Travel Stickers)

Additionally, the Header generated the lowest Conv% YTD which contributed to the overall low Conv%

The concentration of clicks to the Top Offer and Rewards may have cannibalized click interaction with Moments section & below

The screenshot displays the eNews email interface with the following sections and their click-through rates (clks) and booking rates (bks):

- Account Box:** 17% clks, 26% bks
- Top Offer:** 51% clks, 46% bks
- Search:** 4% clks, 6% bks
- Rew - Header:** 7% clks, 5% bks
- Rewards Main:** 15% clks, 12% bks
- Earn:** 2% clks, 1% bks
- Moments:** 1% clks, 1% bks
- City Scene:** 0% clks, 0% bks
- eBreaks:** 1% clks, 2% bks

Other visible content includes:

- AC Hotel San Jose Downtown:** A promotional card for a hotel stay.
- North Charleston Marriott:** A promotional card for a hotel stay.
- Visit Mexico's Cultural Capital:** A promotional card for a travel experience.
- JW Marriott Hotel Mexico City:** A promotional card for a hotel stay.
- Use Points for More than Travel:** A promotional card for a travel experience.

October '16 eNews link analysis

Observations

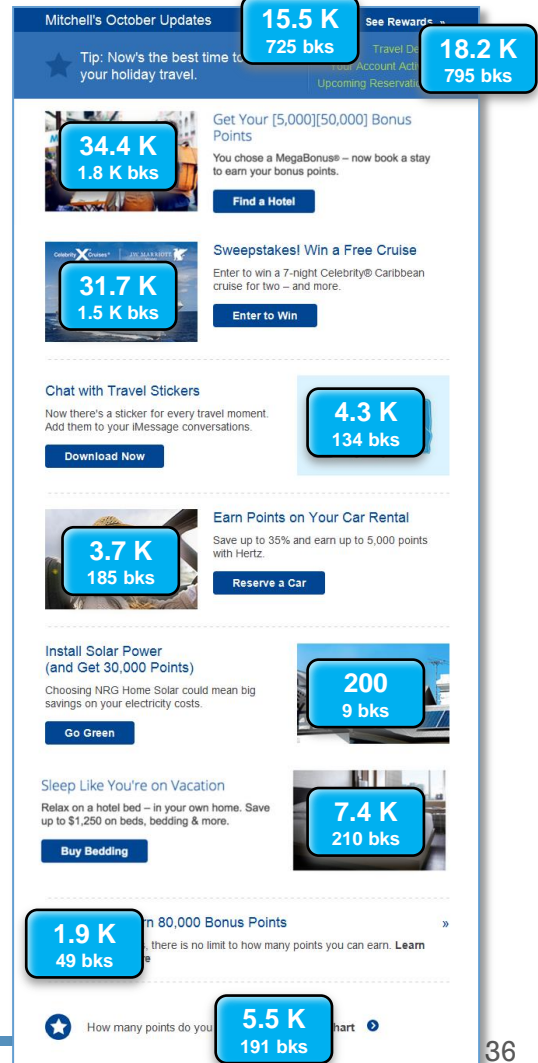
MegaBonus generated the most clicks in the Rewards section, followed closely by the Cruise Sweepstakes

- MegaBonus offer generated 38.4% lower Conv% than last time it was featured in Rewards (Nov '15)

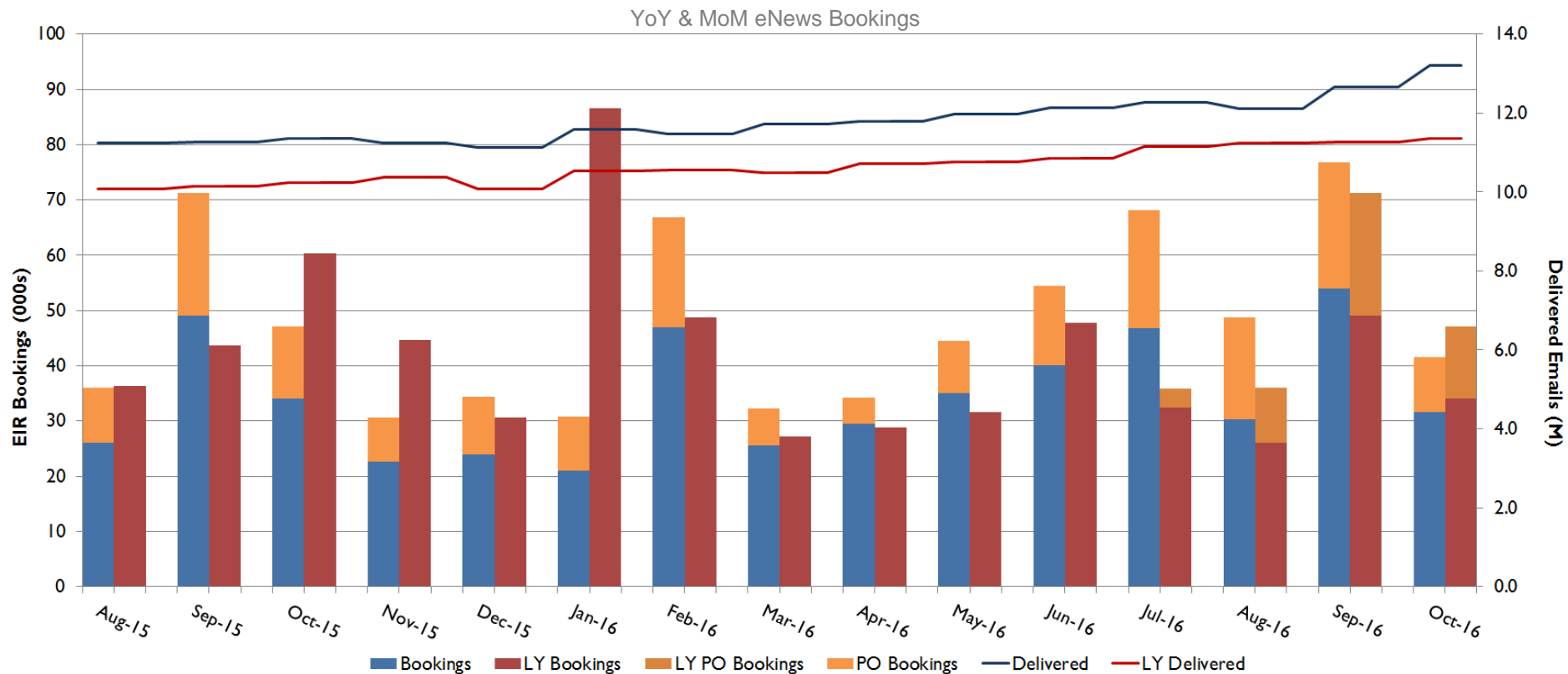
Shop Marriott generated the 2nd highest click engagement

- \$1200 savings was offered, which generated a 15% higher Conv% than a previous ShopMarriott offer (20% off)

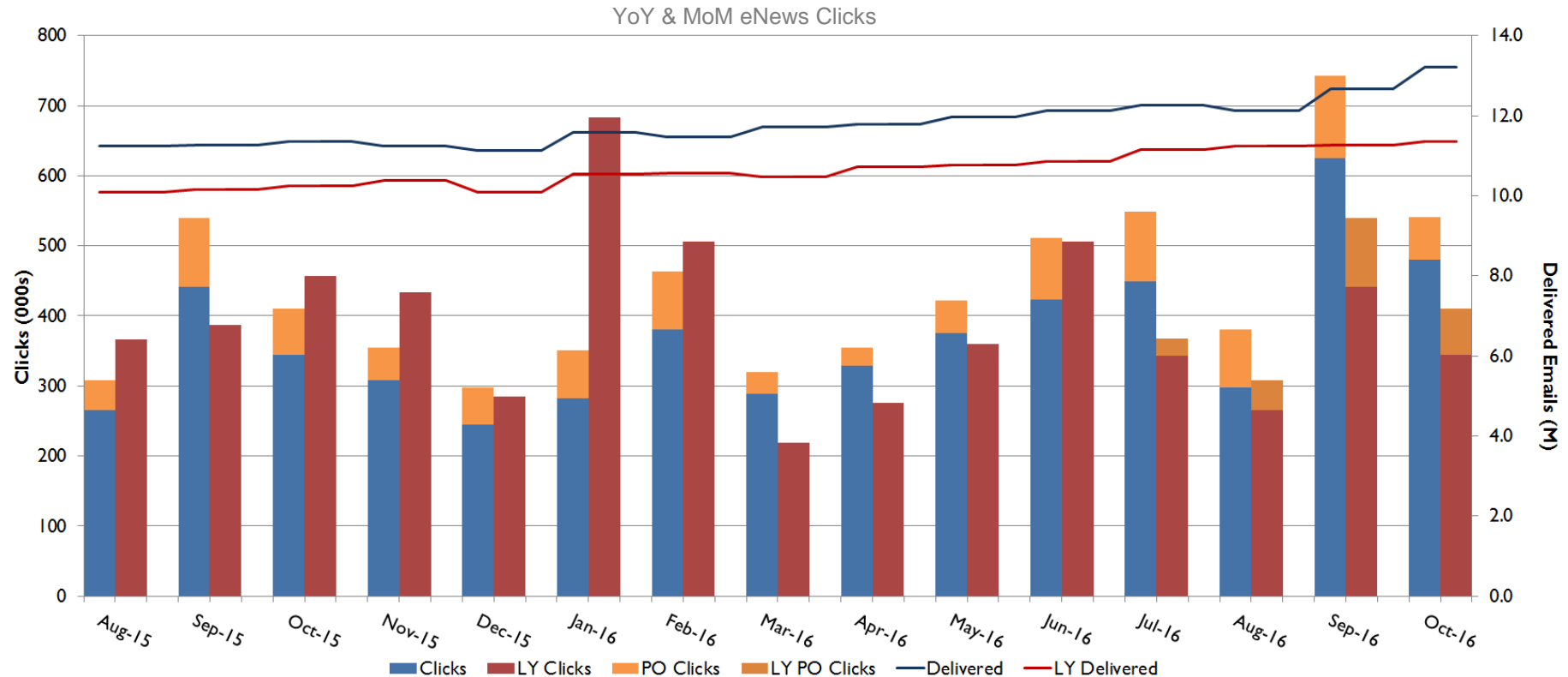
While the Rewards chart click engagement fell compared to previous months, it still generated above average click engagement for content in Rewards



Both Core and PO eNews generated 12.0% less bookings in 2016 than 2015



Both Core and PO eNews generated 31.8% more clicks YoY and a 13.4% higher Click%



Account Box
17% clks, 26% bks

Top Offer
51% clks, 46% bks

Search
4% clks, 6% bks

Rew - Header
7% clks, 5% bks

Rewards Main
15% clks, 12% bks

Earn
2% clks, 1% bks

Moments
1% clks, 1% bks

Use Points for More than Travel



Hotel Open
1% clks, 0% bks

City Scene
0% clks, 0% bks

eBreaks
1% clks, 2% bks

Account Box
14% clks, 20% bks

Top Offer
51% clks, 43% bks

Search
4% clks, 9% bks

Rew - Header
7% clks, 15% bks

Rewards Main
16% clks, 6% bks

Earn
2% clks, 2% bks

Moments
1% clks, 0% bks

Use Points for More than Travel



Hotel Open
1% clks, 0% bks

City Scene
0% clks, 1% bks

eBreaks
3% clks, 3% bks

Account Box
8% clks, 10% bks

Top Offer
66% clks, 65% bks

Search
2% clks, 3% bks

Rew - Header
4% clks, 3% bks

Rewards Main
15% clks, 14% bks

Earn
2% clks, 1% bks

Moments
1% clks, 1% bks

Use Points for More than Travel



Hotel Open
1% clks, 0% bks

City Scene
0% clks, 0% bks

eBreaks
2% clks, 2% bks

Oct '16 Hotel Specials performance summary

		HS + Program	Hotel Offers	Hotel Specials	Hotel Offers
Audience	Total Delivered	88.7 M 1.4%	10.3 M 15.0%	9.3 M 17.1%	1.1 M -0.2%
	Unsub Rate	0.18% -0.0 pts	0.17% 0.0 pts	0.18% 0.0 pts	0.12% 0.0 pts
	Delivery Rate	99% 0.2 pts	99% 1.3 pts	99% 1.2 pts	100% 2.0 pts
Engagement	Open Rate	23.8% 0.7 pts	18.5% -0.8 pts	18.0% -0.5 pts	22.7% -2.5 pts
	Opens	21.2 M 4.4%	1.9 M 10.1%	1.7 M 13.8%	245.0 K -10.0%
	Click Rate	2.2% 0.3 pts	1.4% -0.4 pts	1.3% -0.4 pts	2.0% 0.4 pts
	Unique Clicks	2.0 M 16.6%	143.8 K -8.2%	122.2 K -12.0%	21.6 K 21.5%
	Click to Open Rate	9.4% 1.0 pts	7.5% -1.5 pts	7.3% -2.1 pts	8.8% 2.3 pts
Financial	Bookings	155.3 K -2.2%	10.0 K -28.6%	7.5 K -33.7%	2.5 K -7.4%
	Revenue	\$57.3 M -1.1%	\$3.6 M -28.8%	\$2.7 M -33.4%	\$944.9 K -11.8%
	Conversion Rate	7.8% -1.5 pts	7.0% -2.0 pts	6.2% -2.0 pts	11.6% -3.6 pts
	Bookings per Delivered(K)	1.7 -3.6%	1.0 -37.9%	0.8 -43.3%	2.3 -7.1%

Observations

YoY deliveries increased by 15.0% & bookings decreased by 28.6%, leading to an decrease in bookings per delivered of 37.9%

- Lowest booking per delivered since 2012 due to the lowest CTO% and Conv% since Nov '15

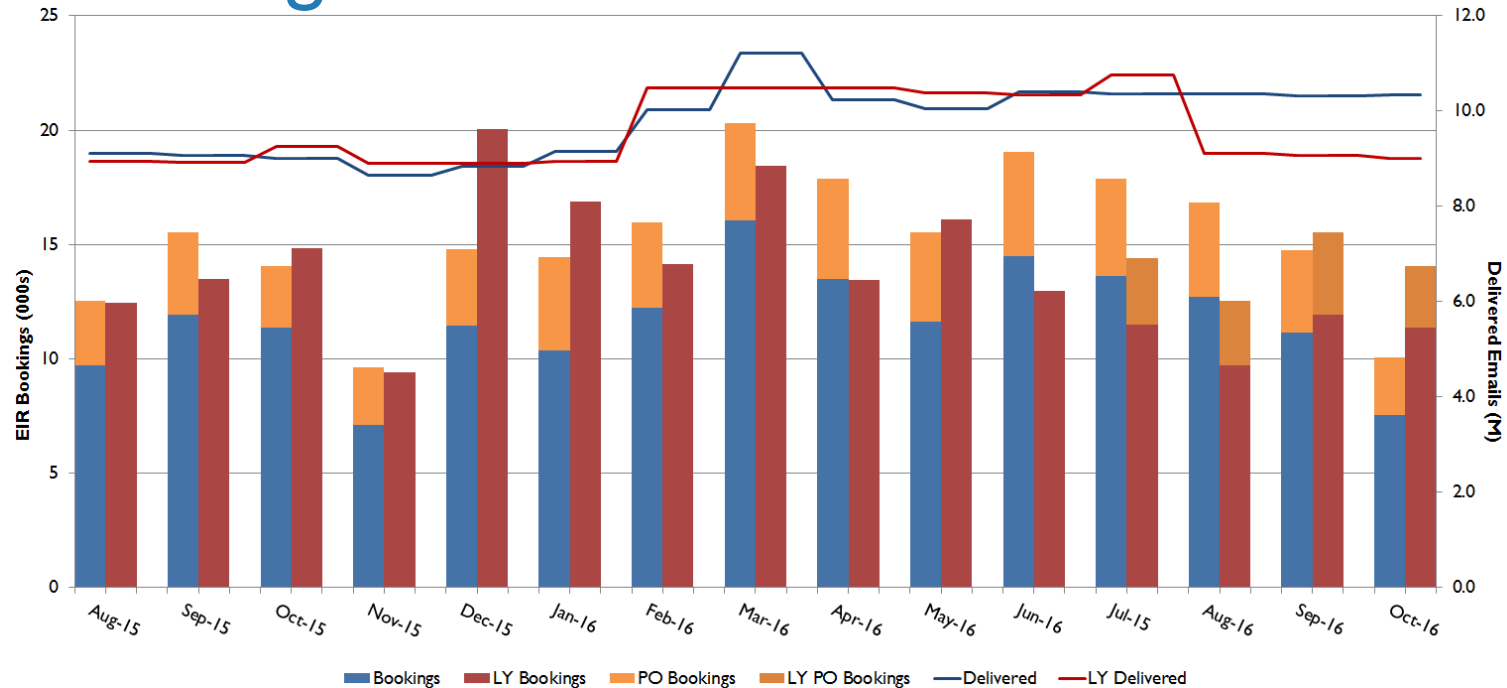
Placements that generated lower than expected click engagement

- Field Offers
- MegaBonus
- Cruise Sweepstakes
- eBreaks

There were multiple tests conducted

- Offer body copy in Getaways & Experiences
- eBreaks creative

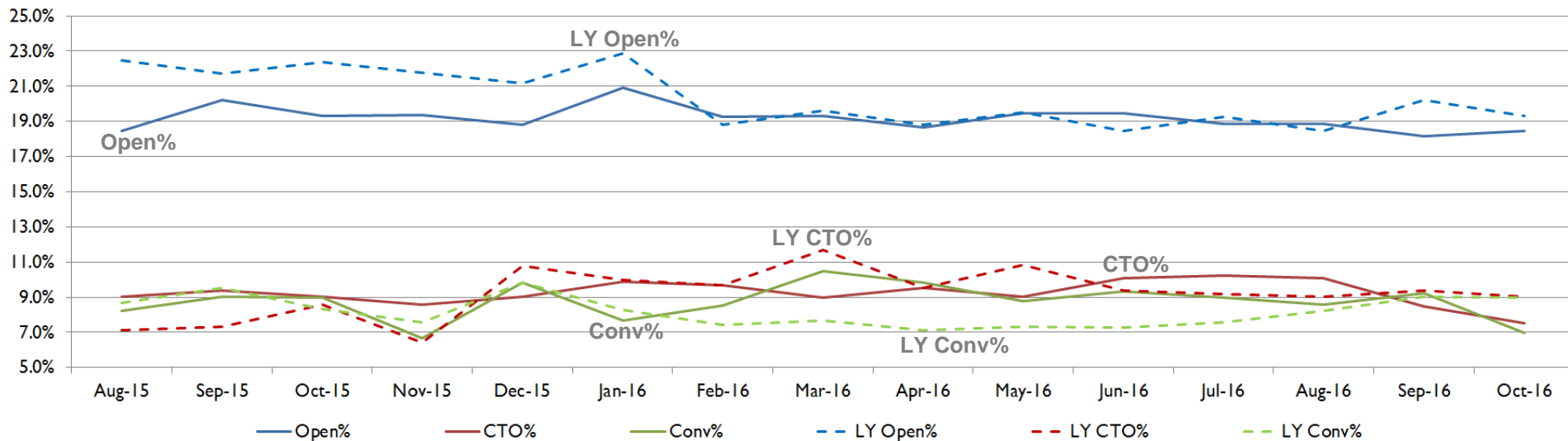
Both Core and PO Hotel Specials generated less bookings in 2016 than 2015



Observations

Hotel Specials generated 29% less bookings YoY despite an 15% increase in delivered emails

Oct '16 Hotel Specials & Offers Email KPI trends



Observations

- Open% was the 2nd lowest since Mar '12

Oct '16 SL: 119 Travel Deals for November

Oct'15 SL: Jim's November Deals + Discoveries (Test Winner)

- Lowest booking per delivered since 2012 due to the lowest CTO% and Conv% since Nov '15
 - Click engagement with Field Offers & MegaBonus was lower than expected

Oct '16 Hotel Specials Core link analysis

Observations

Hotel Specials generated the least amount of clicks since 2013

- Field Offers generated the lowest clicks since Nov '15
- Field Offer clicks have decreased steadily throughout the year for the past 3 years

MegaBonus did not appear to generate the same click engagement Summer Promo in a similar placement

- Summer Bonus averaged ~ 20 K clicks as a Middle Offer
- MegaBonus has average ~8.5 K clicks in two months
- Summer Bonus was featured outside of Getaways unlike MegaBonus

Getaways generated 15.3% more clicks than '16 YTD average due to the Cruise Sweepstakes

Experiences section generated the 2nd lowest section clicks despite featuring 4 offers in an expanded layout

eBreaks generated the lowest clicks to date, 60% lower than YTD average

- A test was conducted with new creative

The screenshot shows the Hotel Specials website layout. At the top, there are two blue banners: 'Account Box' with '27% clks, 33% bks' and 'Search' with '11% clks, 12% bks'. Below these is a section titled 'Your November Travel Deals' with several offer cards. A green banner for 'Field Offers' with '36% clks, 28% bks' is overlaid on this section. Below the travel deals is a search bar and a 'Promos & Points' section. A blue banner for 'MegaBonus' with '6% clks, 11% bks' is overlaid on the 'Promos & Points' section. Below that is a section titled 'Earn Your MegaBonus Points' with a 'Getaways' banner showing '13% clks, 10% bks'. At the bottom, there is a 'Get Points Back in Paris' offer.

Hotel Specials

119 Travel Deals for November

The screenshot shows a grid of travel deals. At the top, there are two images: a cruise ship and a hotel. Below these are two sections: 'Win a Caribbean Cruise for Two' and 'Experiences'. The 'Experiences' section has a blue banner with '4% clks, 3% bks'. Below the experiences are two more sections: 'Christmas Season at Gaylord' and 'Thanksgiving Stays from \$79'. At the bottom, there is a section titled 'eBreaks' with a blue banner showing '3% clks, 3% bks'. A countdown timer for '5:00 DAYS HOURS MIN SEC' is also visible.

October '16 Hotel Specials link analysis

Observations

Most clicked content:

- | | |
|--------------------------------------|------|
| • Caribbean Cruise Sweeps (Getaways) | 6.8K |
| • MegaBonus | 5.7K |
| • Las Vegas 30% Off (Getaways) | 4.3K |
| • NYC 20% Off (Getaways) | 4.0K |
| • eBreaks | 3.9K |
| • Gaylord | 2.1K |

eBreaks generated the lowest % of clicks and click volume to-date; engagement has been steadily declining since June

Promos & Points See All

- MegaBonus**
1.9 K
160 bkg
5.7 K
659 bkg
Earn Your MegaBonus Points
You chose your MegaBonus. Now, start earning your 5,000 bonus points.
Book Now
- NYC: Save Up to 20%**
4.0 K
216 bkg
From \$143
- Las Vegas: Up to 30% Off**
4.3 K
138 bkg
From \$79
- Get Points Back in Paris**
992
60 bkg
Redeem your points in Paris and get rewarded — with more points!
10,000 Points
- Win a Caribbean Cruise for Two**
6.8 K
337 bkg
Enter to win a 7-night Celebrity® Cruise, \$500 cruise cash & 4 nights at the JW Marriott® Miami.
Enter Now

Where to Celebrate See All

- Christmas Season at Gaylord**
2.1 K
69 bkg
Save 20%
- Thanksgiving Stays from \$79**
1.9 K
104 bkg
Save 30%
- \$100 Spa Credit in Sonoma**
432
10 bkg
From \$389
- Dine Out in Hilton Head**
From \$289
- 585**
21 bkg

3.9 K
217 bkg

Save 20% With eBreaks

5:06:12:16
DAYS HOURS MINS SECS

Act Fast to **Save 20%**
Save with eBreaks® this weekend at a location near you.
SEE DEALS

Offer body copy testing was disrupted by eBreaks creative testing



October HS	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
Control	5.2 M	4.8 K	\$1.7 M	18.4%	7.5%	6.7%	0.9	0.17%
Test	5.2 M	4.7 K	\$1.7 M	18.4%	7.5%	6.6%	0.9	0.17%

Ongoing body copy testing results were impaired by eBreaks new creative testing

Control: Offer Body Copy & Old eBreaks
Test: No body copy & New eBreaks

Results do not contradict Sept results that offer body copy was necessary

Retest planned for Dec Hotel Specials

Account Box
27% clks, 33% bks

Search
11% clks, 12% bks

Field Offers
36% clks, 28% bks

Cleveland from \$179
Stay for breakfast

Sanibel Harbour \$309+
90-minute spa treatment

National Harbor \$239+
\$20 bar credit near DC

Emeryville, CA from \$149
Shop till you drop

Las Vegas resort \$269+
Go on a golf escape

Anaheim Marriott \$459+
Get engaged at Disneyland

Oklahoma City from \$129
\$25 restaurant gift card

Marina del Rey from \$219
Valee parking, fast Wi-Fi

See All

Find A Hotel

Promos & Points See All

MegaBonus
6% clks, 11% bks

Earn Your MegaBonus-Points
You can earn up to 10,000 points per stay. Redeem your points for a variety of rewards.

Getaways
13% clks, 10% bks

NYC: Save Up to 20%
From \$142

Las Vegas: Up to 30% Off
From \$79

Get Points Back in Paris
Redeem your points in Paris and get rewarded - with more points!
10,000 Points

Account Box
21% clks, 27% bks

Search
12% clks, 16% bks

Field Offers
39% clks, 37% bks

Win a Caribbean Cruise for Two
Enter to win a 7-night Celebrity® Cruise, \$500 cruise cash & 4 nights at the JW Marriott® Miami. [Enter Now](#)

Experiences
4% clks, 3% bks

Christmas Season at Gaylord-
Thanksgiving Stays from \$79

[Save 30%](#) [Save 30%](#)

\$100 Spa Credit in Sonoma
[From \\$88](#)

Dine Out in Hilton Head
[From \\$289](#)

MegaBonus
6% clks, 9% bks

Earn Your MegaBonus-Points
You can earn up to 10,000 points per stay. Redeem your points for a variety of rewards.

Getaways
16% clks, 6% bks

NYC: Save Up to 20%
From \$142

Las Vegas: Up to 30% Off
From \$79

eBreaks
3% clks, 3% bks

5-0 DAYS HOURS MIN SEC [SEE DEALS](#)

Get Points Back in Paris
Redeem your points in Paris and get rewarded - with more points!
10,000 Points

Account Box
21% clks, 27% bks

Search
12% clks, 16% bks

Field Offers
39% clks, 37% bks

Win a Caribbean Cruise for Two
Enter to win a 7-night Celebrity® Cruise, \$500 cruise cash & 4 nights at the JW Marriott® Miami. [Enter Now](#)

Experiences
4% clks, 1% bks

Christmas Season at Gaylord-
Thanksgiving Stays from \$79

[Save 30%](#) [Save 30%](#)

\$100 Spa Credit in Sonoma
[From \\$88](#)

Dine Out in Hilton Head
[From \\$289](#)

MegaBonus
6% clks, 9% bks

Earn Your MegaBonus-Points
You can earn up to 10,000 points per stay. Redeem your points for a variety of rewards.

Getaways
16% clks, 6% bks

NYC: Save Up to 20%
From \$142

Las Vegas: Up to 30% Off
From \$79

eBreaks
3% clks, 3% bks

5-0 DAYS HOURS MIN SEC [SEE DEALS](#)

Get Points Back in Paris
Redeem your points in Paris and get rewarded - with more points!
10,000 Points

Account Box
18% clks, 12% bks

Search
5% clks, 5% bks

Field Offers
40% clks, 35% bks

Win a Caribbean Cruise for Two
Enter to win a 7-night Celebrity® Cruise, \$500 cruise cash & 4 nights at the JW Marriott® Miami. [Enter Now](#)

Experiences
4% clks, 1% bks

Christmas Season at Gaylord-
Thanksgiving Stays from \$79

[Save 30%](#) [Save 30%](#)

\$100 Spa Credit in Sonoma
[From \\$88](#)

Dine Out in Hilton Head
[From \\$289](#)

MegaBonus
12% clks, 19% bks

Earn Your MegaBonus-Points
You can earn up to 10,000 points per stay. Redeem your points for a variety of rewards.

Getaways
17% clks, 20% bks

NYC: Save Up to 20%
From \$142

Las Vegas: Up to 30% Off
From \$79

eBreaks
3% clks, 3% bks

5-0 DAYS HOURS MIN SEC [SEE DEALS](#)

Get Points Back in Paris
Redeem your points in Paris and get rewarded - with more points!
10,000 Points

Account Box
18% clks, 12% bks

Search
5% clks, 5% bks

Field Offers
40% clks, 35% bks

Win a Caribbean Cruise for Two
Enter to win a 7-night Celebrity® Cruise, \$500 cruise cash & 4 nights at the JW Marriott® Miami. [Enter Now](#)

Experiences
4% clks, 7% bks

Christmas Season at Gaylord-
Thanksgiving Stays from \$79

[Save 30%](#) [Save 30%](#)

\$100 Spa Credit in Sonoma
[From \\$88](#)

Dine Out in Hilton Head
[From \\$289](#)

MegaBonus
12% clks, 19% bks

Earn Your MegaBonus-Points
You can earn up to 10,000 points per stay. Redeem your points for a variety of rewards.

Getaways
17% clks, 20% bks

NYC: Save Up to 20%
From \$142

Las Vegas: Up to 30% Off
From \$79

eBreaks
3% clks, 1% bks

5-0 DAYS HOURS MIN SEC [SEE DEALS](#)

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eBreaks
3% clks, 1% bks

5-0 DAYS HOURS MIN SEC [SEE DEALS](#)

Get Points Back in Paris
Redeem your points in Paris and get rewarded - with more points!
10,000 Points

Oct '16 Destinations performance summary

	Program	Dest.	Dest. Core	PO Dest.
Audience	Total Delivered	88.7 M 1.4%	11.9 M 2.2%	10.6 M 2.0%
	Unsub Rate	0.18% -0.0 pts	0.13% 0.0 pts	0.14% 0.0 pts
	Delivery Rate	99% 0.2 pts	99% 0.3 pts	100% 0.1 pts
Engagement	Open Rate	23.8% 0.7 pts	21.2% 0.2 pts	21.0% 0.4 pts
	Opens	21.2 M 4.4%	2.5 M 3.3%	2.2 M 4.2%
	Click Rate	2.2% 0.3 pts	0.7% -1.1 pts	0.7% -1.1 pts
	Unique Clicks	2.0 M 16.6%	86.5 K -60.1%	77.5 K -58.3%
	Click to Open Rate	9.4% 1.0 pts	3.4% -5.5 pts	3.5% -5.2 pts
Financial	Bookings	155.3 K -2.2%	7.9 K -43.2%	6.7 K -36.7%
	Revenue	\$57.3 M -1.1%	\$2.7 M -45.7%	\$2.3 M -39.0%
	Conversion Rate	7.8% -1.5 pts	9.1% 2.7 pts	8.7% 3.0 pts
	Bookings per Delivered(K)	1.7 -3.6%	0.7 -44.5%	0.6 -37.9%

Observations

Destinations (Core & PO) deliveries increased 2.2% MoM & bookings decreased by 43.2%, resulting in an overall decrease in booking per delivered of 44.5%

- Lowest click volume and CTO% since launch
- Conv% was 10.6% above YTD average

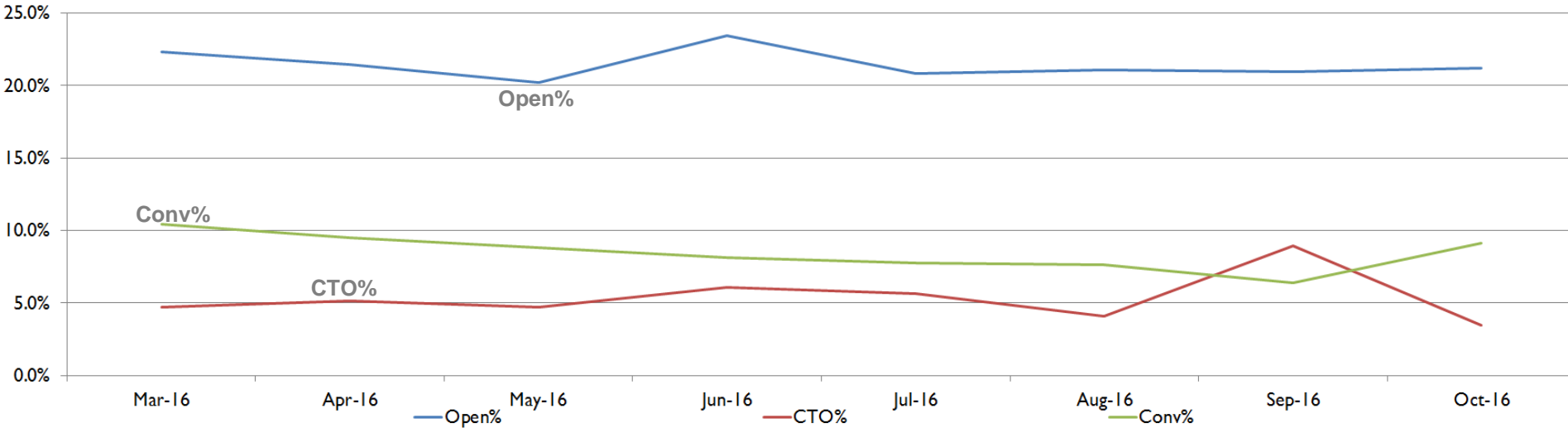
A significantly different design was employed to support Halloween theme

- No Main CTA & unique body CTA
- Non destination based imagery
- Content revolved around holiday
- Strong influence of theme in content & copy

There was a subject line test conducted for Core Destinations & icon vs twitter test in the Trip Planner section

Note: Dashboard % changes & % pt changes are **Month over Month**, not Year over

Oct '16 Destinations(Core+PO) Email KPI trends



Observations

- Open% has been slightly increasing MoM since July
- 3.4% CTO% was an all-time low
- Conv% increased likely due to higher booking intent of those that actually did click

Oct '16 Core Destinations

Observations

October generated the least amount of clicks since launch

Top Offers generated the lowest click volume and % of clicks since launch

- Destinations October banner and headline received the most clicks out of this section 35%
- New York (Some Eye Candy) Las Vegas (Wild Party) & received 25% & 19% of this sections clicks respectively

Middle Offers click volume and % of clicks were 37.8% and 5.8% below the '16 YTD average respectively the most popular content in this section

- See Haunted Hotels (40% of clicks)
- Ireland (22%)
- Tour new Orleans (15%)

Content that did not resonate

- Kid-friendly fun generated the least clicks of any Top Offer
- Travel Tip did not resonate least clicks of any middle section except headlines

Trip Planner generated less than half the clicks as average with Nashville generating the most

October generated the highest Conv% since launch

- Primarily due to the high % of clicks to the Account Box
- Given low overall engagement with content, clickers may have had high book intent

Destinations

Boooooooooo(k a Halloween Trip)

Account Box
44% clks, 69% bks

Search
9% clks, 10% bks

Top Offer
24% clks, 11% bks

Halloween's a Big Deal in the U.S.A.
There's just something about dressing up and letting your hair down... Check out a few of our favorite celebrations across the country - especially if you want.

A Wild Party
Head to Vegas for 3 days of zombie debauchery at the Marquee Nightclub. Best costume wins \$10,000.
[HIT LAS VEGAS](#)

Some Eye Candy
The world's largest Halloween parade marches through New York's Greenwich Village. It's a total spectacle.
[SEE NEW YORK](#)

Kid-Friendly Fun
Trade scary for sweet all month long at the Louisville Zoo's Halloween celebration. You'll trick-or-treat with the animals.
[PLAY KENTUCKY](#)

Middle Offer
17% clks, 7% bks

Oct 31 - Nov 2 Mexico - Day of the Dead
Honor the lives of those who've passed on during this spectacular 3-day event.
[VISIT MEXICO](#)

Oct 14 - Nov 8 Ireland - Spirits of Meath
Travel to the Boyne Valley, just north of Dublin, and party where Halloween began.
[GO TO IRELAND](#)

How to Get Over Your Fear of Flying
Does the thought of getting on an airplane make you anxious? Check out nine ways you can overcome your fear.

Go Ghost Hunting

Stay Here ... If You Dare
You may spot a ghost or two when you stay at these Airbnb® "Collector" houses.
[SEE HAUNTED HOTELS](#)

Where to Walk with Ghosts
Let the spirits guide you through the haunted houses & cemeteries on the Big Easy.
[TOUR NEW ORLEANS](#)

Bottom Offer
3% clks, 1% bks

Go Now: Nashville
Ride the Tennessee Central Railway to see fall foliage.

Go Soon: Park City
Get ready for ski season - slopes open in November.

Go Later: St. Thomas
Forget spring break. Celebrate Carnival in April.

Account Box
38% clks, 55% bks

Search
11% clks, 21% bks

Top Offer
26% clks, 13% bks

Halloween's a Big Deal in the U.S.A.
There's just something about dressing up and letting your hair down... Check out a few of our favorite celebrations across the country - especially if you want.

A Wild Party
Head to Vegas for 3 days of zombie debauchery at the Marquee Nightclub. Best costume wins \$10,000.
[HIT LAS VEGAS](#)

Some Eye Candy
The world's largest Halloween parade marches through New York's Greenwich Village. It's a total spectacle.
[SEE NEW YORK](#)

Kid-Friendly Fun
Trade scary for sweet all month long at the Louisville Zoo's Halloween celebration. You'll trick-or-treat with the animals.
[PLAY KENTUCKY](#)

Middle Offer
18% clks, 4% bks

Oct 31 - Nov 2 Mexico - Day of the Dead
Honor the lives of those who've passed on during this spectacular 3-day event.
[VISIT MEXICO](#)

Oct 14 - Nov 8 Ireland - Spirits of Meath
Travel to the Boyne Valley, just north of Dublin, and party where Halloween began.
[GO TO IRELAND](#)

How to Get Over Your Fear of Flying
Does the thought of getting on an airplane make you anxious? Check out nine ways you can overcome your fear.

Go Ghost Hunting

Stay Here ... If You Dare
You may spot a ghost or two when you stay at these Airbnb® "Collector" houses.
[SEE HAUNTED HOTELS](#)

Where to Walk with Ghosts
Let the spirits guide you through the haunted houses & cemeteries on the Big Easy.
[TOUR NEW ORLEANS](#)

Bottom Offer
5% clks, 4% bks

Go Now: Nashville
Ride the Tennessee Central Railway to see fall foliage.

Go Soon: Park City
Get ready for ski season - slopes open in November.

Go Later: St. Thomas
Forget spring break. Celebrate Carnival in April.

Account Box
33% clks, 50% bks

Search
4% clks, 3% bks

Top Offer
32% clks, 24% bks

Halloween's a Big Deal in the U.S.A.
There's just something about dressing up and letting your hair down... Check out a few of our favorite celebrations across the country - especially if you want.

A Wild Party
Head to Vegas for 3 days of zombie debauchery at the Marquee Nightclub. Best costume wins \$10,000.
[HIT LAS VEGAS](#)

Some Eye Candy
The world's largest Halloween parade marches through New York's Greenwich Village. It's a total spectacle.
[SEE NEW YORK](#)

Kid-Friendly Fun
Trade scary for sweet all month long at the Louisville Zoo's Halloween celebration. You'll trick-or-treat with the animals.
[PLAY KENTUCKY](#)

Middle Offer
25% clks, 21% bks

Oct 31 - Nov 2 Mexico - Day of the Dead
Honor the lives of those who've passed on during this spectacular 3-day event.
[VISIT MEXICO](#)

Oct 14 - Nov 8 Ireland - Spirits of Meath
Travel to the Boyne Valley, just north of Dublin, and party where Halloween began.
[GO TO IRELAND](#)

How to Get Over Your Fear of Flying
Does the thought of getting on an airplane make you anxious? Check out nine ways you can overcome your fear.

Go Ghost Hunting

Stay Here ... If You Dare
You may spot a ghost or two when you stay at these Airbnb® "Collector" houses.
[SEE HAUNTED HOTELS](#)

Where to Walk with Ghosts
Let the spirits guide you through the haunted houses & cemeteries on the Big Easy.
[TOUR NEW ORLEANS](#)

Bottom Offer
4% clks, 2% bks

Go Now: Nashville
Ride the Tennessee Central Railway to see fall foliage.

Go Soon: Park City
Get ready for ski season - slopes open in November.

Go Later: St. Thomas
Forget spring break. Celebrate Carnival in April.

October '16 Solo performance summary

	Program	Solos
Audience	Total	88.7 M
	Delivered	1.4%
	Unsub Rate	0.18%
	Delivery Rate	99%
Engagement		
	Open Rate	23.8%
		0.7 pts
	Opens	21.2 M
		4.4%
	Click Rate	2.2%
Financial		
	Unique Clicks	2.0 M
		16.6%
	Click to Open Rate	9.4%
Financial		
	Bookings	155.3 K
		-2.2%
	Revenue	\$57.3 M
		-1.1%
Financial		
	Conversion Rate	7.8%
		-1.5 pts
	Bookings per Delivered(K)	1.7
Financial		
		-3.6%
		2.2
		8.3%

Observations

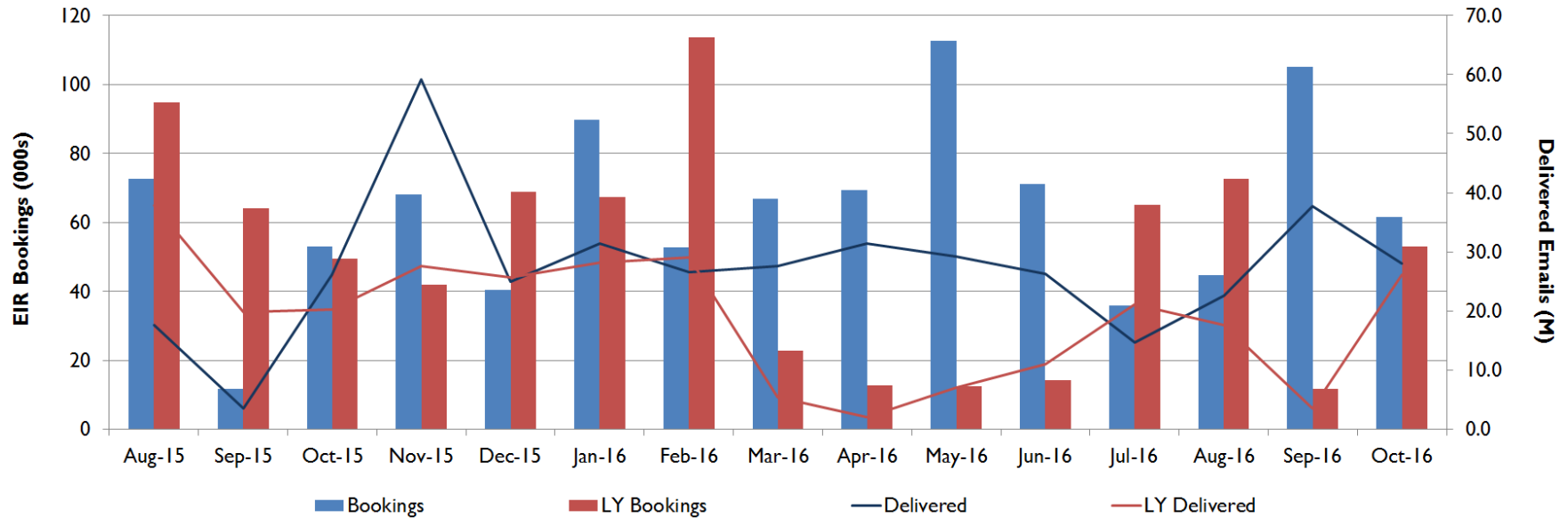
Solo deliveries increased YoY by 7.4% and bookings increased by 16.3%, resulting in a net increase in booking per delivered of 8.3%

- The majority of Solos were non-booking CTAs; Oct Solos generated 3rd highest clicks YTD

There were multiple high volume mailings that resulted in the highest volume delivered since Nov '15

- Account Linkage Reminder
- NFL Shop
- MegaBonus Achievement
- RewardsPlus Acquisition

Oct '16 Solo MoM performance summary



October Key Solo mailings

Oct '16: Account Linkage Reminder 13.4 M / 25.6 K
 NFL Shop 9.9 M / 2.9 K
 METT 2.8 M / 3.2 K
 SPG Cobrand 930 K / 2.4 K

Delivered / EIR Bookings

Oct '15: NFL 50 to 50
 Points Benefits
 METT
 Atlantis

Delivered / EIR Bookings

13.0 M / 18.1 K
 11.0 M / 25.1 K
 729 K / 1.6 K
 447 K / 536

NFL Shop Solo

SL: Love Your NFL Team for Less ??

NFL Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
NFL Shop	9.9 M	2.9 K	\$1.0 M	19.0%	2.6%	6.0%	0.3
NFL 50-to-50 Winner	13.2 M	10.7 K	\$3.6 M	22.1%	4.6%	8.1%	0.8
NFL 50-to-50	13.0 M	18.1 K	\$6.2 M	21.4%	11.4%	5.7%	1.4

Observations

- NFL Shop main offer was a coupon for \$20 off of \$100+ at NFLShop.com
- Marriott Rewards provided supporting content, including Moments redemptions & Courtyard sweepstakes
- Lasik provided style guide
 - Different Font treatment
 - Hero Treatment
 - CTA/Copy on top of image

Marriott Rewards
Find & Reserve

XXXXXX0636
Your Account # Points Nights

Search Marriott Rewards Member Rates

Get \$20 off your order of \$100 or more!

Shop NFLShop.com and enter your Coupon Code at Checkout.*

Your Code: **RXBLGLDMQXRN7**

[SHOP NOW](#)

Score More With Marriott Rewards

PUT YOURSELF IN THE HUDDLE
Redeem points on exclusive NFL moments, from game day tickets and VIP gift cards to behind-the-scenes tours of NFL teams.
[EXPLORE NOW](#)

SLEEPOVER AT SUPER BOWL LI
You could spend the night at Super Bowl LI in a Courtyard furnished suite.
[ENTER HERE](#)

TAILGATE LIKE A PRO
Turn heads in the parking lot with a complete look for pre- and post-game parties.
[SHOP NOW](#)

MAKE THIS THE BEST SEASON EVER
Marriott Rewards is teaming with the NFL to raise your game.
[SCORE MORE](#)

SPG Link Announcement Reminder

SPG Merger Solos	Delivered	Clicks	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs/ Dlvd
Account Link Reminder Oct '16	13.4 M	529.8 K	25.6 K	\$10.1 M	27.0%	14.7%	4.8%	1.9
Account Link Sep '16	18.2 M	493.7 K	36.2 K	\$13.8 M	24.4%	11.2%	7.3%	2.0
Shareholder Approval Apr '16	11.7 M	75.4 K	8.6 K	\$3.2 M	27.1%	2.4%	11.4%	0.7
Announcement Nov '15	17.0 M	79.3 K	5.0 K	\$1.7 M	29.6%	1.6%	6.2%	0.3

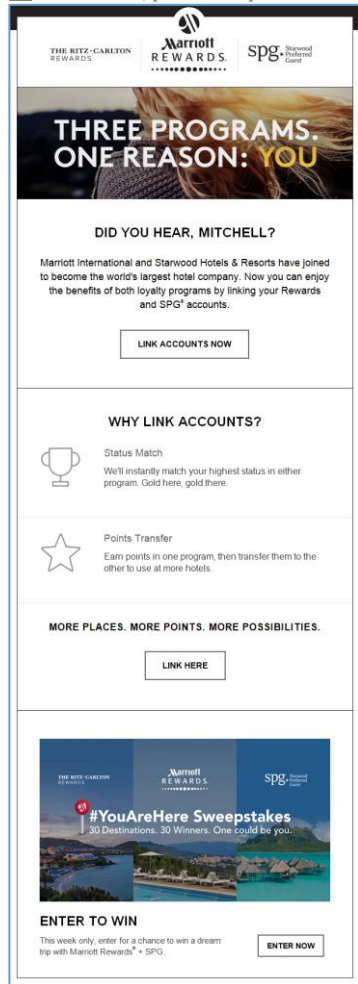
Observations

Oct '16 Link Announcement Reminder maintained similar interest from members

- Above program avg Open rate, consistent with previous mailings
- 2x higher CTO% than other informational Solos and highest Merger Solo CTO%; this mailing also featured the “YouAreHere” sweepstakes which increased click engagement

Tracking # of accounts linked as an Email KPI can help define success and optimization opportunities

SL: Link to SPG, [First Name]



The email template features a header with logos for The Ritz-Carlton Rewards, Marriott Rewards, and SPG. The main body includes a hero section with the text "THREE PROGRAMS. ONE REASON: YOU" and a sub-header "DID YOU HEAR, MITCHELL?". Below this is a paragraph explaining the merger and a "LINK ACCOUNTS NOW" button. A section titled "WHY LINK ACCOUNTS?" lists benefits like Status Match and Points Transfer. Another section titled "MORE PLACES. MORE POINTS. MORE POSSIBILITIES." includes a "LINK HERE" button. The footer features a "#YouAreHere Sweepstakes" promotion with a "ENTER TO WIN" button.

MegaBonus Achievement Solo

Spring '16

You've Unlocked Another MegaBonus® Offer

Fall '16

You Got Your MegaBonus, But There's More

MegaBonus Achievement Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Fall '16	63.3 K	10.0 K	\$3.1 M	75.6%	87.8%	23.8%	157.9
Spring '16	29.5 K	3.7 K	\$1.2 M	73.1%	75.5%	23.0%	127.0

Observations

Fall MegaBonus achievement Solo generated some of the highest email KPIs, similar to Spring Achievement Solo

Members continue to find a combination of acknowledgment & a new offer highly valuable

Cobrand Card Benefit Solo

SL: New! Now You Earn [5x] at SPG

Existing Credit Card Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Cobrand CC	930.5 K	2.4 K	\$780.5 K	45.3%	5.4%	10.5%	2.5
Q3 '16 CC Newsletter	894.2 K	4.7 K	\$1.5 M	40.4%	8.7%	14.9%	5.2
Q2 '16 CC Newsletter	862.6 K	4.9 K	\$1.5 M	40.9%	12.4%	11.2%	5.7
Q1 '16 CC Newsletter	856.3 K	5.7 K	\$2.0 M	42.6%	8.6%	18.2%	6.6

Observations

- Cobrand Card Solo generated high Open rates as other messages send to cardholders (Quarterly Newsletters)
- CTO% was lower compared to these given the single CTA

THE RITZ-CARLTON
REWARDS

Marriott
REWARDS
.....

spg Starwood
Preferred
Guest

NEW: EARN 5X POINTS

Now you'll earn 5x points at both Marriott Rewards® and SPG® participating hotels, too.



Announcing an **exclusive new cardmember benefit**: you can now earn Marriott Rewards® points across the new Marriott portfolio of 5,700 properties in 110 countries.

Use your [Marriott Rewards® Premier Credit Card] at any hotel in the SPG program and you'll now **earn 5 points per \$1** – just like you do at Marriott Rewards and Ritz-Carlton Rewards® hotels.

New hotels to earn Marriott Rewards points:



[SEE ALL BRANDS](#)

MORE PLACES. MORE POINTS. MORE POSSIBILITIES.

You will earn 5 points for each \$1 of Net Purchases made at participating Marriott® locations, participating The Ritz-Carlton locations, and beginning 8/30/16, at all Starwood-branded Hotels that participate in Starwood Preferred Guest, including: participating Four Points Hotels, Sheraton Hotels, Aloft Hotels, W Hotels, Le Meridien Hotels, Luxury Collection Hotels, Element Hotels, Westin Hotels, St. Regis Hotels, Tribute Portfolio Hotels and Design Hotels. Go to marriottrewards.com, ritzcarltonrewards.com, or spg.com for a list of participating locations.

RewardPlus Acquisition

*SL: Double Status Looks
Good on You, Marriott*

RewardsPlus Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Oct '16	218.2 K	7.4 K	\$3.1 M	46.0%	28.7%	25.8%	34.0
Apr '16	185.0 K	7.4 K	\$3.1 M	45.9%	29.9%	29.0%	39.8
Jul '13	287.7 K	15.2 K	\$5.9 M	52.7%	33.8%	29.7%	52.9

Observations

- October and April versions were nearly identical and while they generated similar email KPIs, the April version generated slightly higher email KPIs

The screenshot shows the Marriott Rewards website interface. At the top, the user is logged in as 'Marriott Seed Platinum'. The account status is '76' (Platinum 75), with a balance of 'XXX'X'6789' and 350,000 points. A search bar for 'Search Marriott Rewards Member Rates' is visible. Below this is a large image of a man in a suit sitting in a car. The main content area is titled 'RewardsPlus' and features a section 'Double Your Status with RewardsPlus' with a 'Register' button. Below this, there are three circular icons representing benefits: 'Check Your Bag for Free', 'Choose Your Favorite Seat', and 'Upgrade Your Flight'. Each icon has a corresponding text description. At the bottom, there is a section 'More Benefits for You' with a small image of a plane and text about Premier Access services. The footer contains fine print regarding the program terms and conditions.

“Plan a Stay” CTA generated more bookings

5,000 Points

YOU CHOSE:
5,000 MEGABONUS® POINTS

Great choice: You're registered to earn 5,000 bonus points. To get your MegaBonus, make 2 stays between September 15 and January 15, 2017.

4.2% CTO%
PLAN A STAY

3.6% CTO%
BOOK NOW

3.9% CTO%
FIND A HOTEL

*A 'stay' is defined as consecutive nights spent at the same hotel, regardless of check-in/check-out activity.

MB Reg Con CTA Test	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
5K Total	324.2 K	3.4 K	\$984.4 K	68.3%	7.6%	20.3%	10.6
Plan a Stay	104.3 K	1.2 K	\$365.4 K	69.2%	7.6%	22.2%	11.6
Book Now	112.3 K	1.3 K	\$369.5 K	69.5%	7.3%	22.1%	11.2
Find a Hotel	107.6 K	1.0 K	\$249.5 K	66.3%	8.1%	16.7%	8.9
50K Total	277.9 K	4.5 K	\$1.8 M	67.6%	8.5%	28.6%	16.4
Plan a Stay	87.4 K	1.9 K	\$845.6 K	69.7%	7.3%	41.6%	21.3
Book Now	102.8 K	1.7 K	\$602.4 K	67.9%	8.8%	27.8%	16.7
Find a Hotel	87.7 K	1.0 K	\$346.2 K	65.1%	9.2%	18.4%	11.1

50,000 Points

YOU CHOSE:
UP TO 50,000 MEGABONUS® POINTS

Great choice: You're registered to earn 10,000 bonus points every 10 nights. To get your MegaBonus, book, stay & earn between September 15 and January 15, 2017.

2.3% CTO%
PLAN A STAY

2.8% CTO%
BOOK NOW

2.3% CTO%
FIND A HOTEL

*A 'stay' is defined as consecutive nights spent at the same hotel, regardless of check-in/check-out activity.

Oct '16 Lifecycle performance summary

		Program	Lifecycle
Audience	Total Delivered	88.7 M 1.4%	5.9 M 49.3%
	Unsub Rate	0.18% -0.0 pts	0.28% -0.3 pts
	Delivery Rate	99% 0.2 pts	97% 5.0 pts
Engagement	Open Rate	23.8% 0.7 pts	35.1% 0.8 pts
	Opens	21.2 M 4.4%	2.1 M 52.9%
	Click Rate	2.2% 0.3 pts	5.2% -1.2 pts
	Unique Clicks	2.0 M 16.6%	305.2 K 20.5%
	Click to Open Rate	9.4% 1.0 pts	14.8% -4.0 pts
Financial	Bookings	155.3 K -2.2%	21.7 K 14.5%
	Revenue	\$57.3 M -1.1%	\$8.4 M 11.7%
	Conversion Rate	7.8% -1.5 pts	7.1% -0.4 pts
	Bookings per Delivered(K)	1.7 -3.6%	3.7 -23.3%

Observations

Delivery increased YoY by 49.3% and booking increased by 14.5%, resulting in a 23.3% decrease in bookings per delivered

- Lowest CTO% and booking per delivered since Feb '14
- Lowest Conv% since May '14

For the past 3 out of 4 years, CTO% has fallen throughout beginning of the year to the end, suggesting a seasonal trend

A number of Lifecycle campaigns generated low or near-low CTO% YTD

- Hello Again
- Reactivation
- Post Redemption
- Missing Birthday
- Birthday

Taste of Gold did not run in October

Linked account messaging

Linked Account

SPG Match

Your Account Link Confirmation

SPG Upgrade

Welcome to [Status] Elite Status

October SPG Emails	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
SPG Security	347.9 K	562	\$239.8 K	66.8%	2.4%	10.2%	1.6
SPG Status Match	269.5 K	1.1 K	\$469.3 K	61.8%	5.3%	12.4%	4.0
SPG Upgrade	68.7 K	681	\$277.5 K	67.8%	18.8%	7.8%	9.9

First Name
Last Name
Member Status

Discover 10 Gold 50 Platinum 75 Your Account 0 000 Points 000 Nights

Search Marriott Rewards Member Rates

Dear [NAME] (Member),

Congratulations! You successfully linked your Marriott Rewards® and SPG® accounts. Linking your accounts gives you the best of both worlds – more brands, more destinations, more benefits, plus the recognition you've earned.

Explore More Benefits

- Status Match - We will match your highest status in either program.
- Transfer Points - Take your points with you to even more destinations.
- Mobile App - Check-in, check-out and make requests directly from your phone.
- Offer More - Members-Only Rates, Free WiFi, Room Upgrades, Exclusive Events and more!

Sincerely,
Your Marriott Rewards Team

First Name
Last Name
Member Status

Discover 10 Gold 50 Platinum 75 Your Account 0 000 Points 000 Nights

Search Marriott Rewards Member Rates

Success.
Your accounts are linked.

You've successfully linked your SPG® and Marriott Rewards® or The Ritz-Carlton Rewards® accounts.

Now you can take advantage of additional opportunities – including reciprocal elite status match and transfer of points between the programs.

Remember, we don't anticipate launching a newly combined program until 2018 at the earliest. This means SPG will continue to run separately until then. During that period, you can continue to sign and redeem as you normally do, and there is no change to how you manage your SPG account or book reservations.

Learn More

First Name
Last Name
Member Status

Discover 10 Gold 50 Platinum 75 Your Account 0 000 Points 000 Nights

Search Marriott Rewards Member Rates

Welcome to Silver Elite

Congratulations, Alexandra! By linking your SPG® account, you've been awarded Silver Elite status in Marriott Rewards®.

Now with every stay you'll enjoy:

- Priority late check out
- 20% bonus points on stays
- Marriott Rewards Member Rates

Plus discover a world of new destinations and possibilities with points transfer, exclusive member experiences and more.

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Everything's better in Platinum.

Congratulations on earning Platinum status with the SPG® program. Your elite status is valid through February 28, 2017.

As one of our best members, you deserve the ultimate travel benefits and rewards package – all yours at our more than 1,200 hotels and resorts in nearly 100 countries. Here are just a few:

- Earn more: 3 Bonopoints for every U.S. dollar spent on eligible stays – a 30% bonus over Preferred – plus 1 Bonopoint for every US\$10 of eligible revenue from meetings and events.
- Stay up your stay: An upgrade to the best available room at check-in – including a Standard Room.
- Stay longer: 4 p.m. late checkout, subject to availability, at resort and conference center hotels.
- Warm welcome: Your choice of welcome gift upon arrival – choose from bonus Bonopoints, continental breakfast or a local amenity.
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- Dining with us: Both target – you earn up to 30% and earn Bonopoints when you dine at any of our more than 1,000 restaurants and bars worldwide.

50 AND 75 NIGHTS BENEFITS

After 50 eligible nights in a calendar year:

- Pick your Perks: Choice of benefits from a variety of options.

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- Bonus your earnings: 4 Bonopoints per U.S. dollar spent.
- Perfect timing: Access to TopSPG® which allows you to pre-check in time for the ultimate flexibility.
- Go with the group: 2 Bonopoints for every US\$10 of eligible revenue spent on meetings and events.

As always, thank you for traveling with us, and enjoy your Platinum status. We look forward to seeing you again soon.

VIEW ALL PLATINUM BENEFITS

Power up your benefits.

BOOK ONLINE WITH SPG TO GET THESE EXCLUSIVE BENEFITS:

- Best Rate Guarantee
- Best Bonopoints

TRAVEL SMARTER WITH THE SPG APPS:

- Access your member card and manage your account 24/7
- Use the app to check in and unlock your door. Learn more at [spg.com/mobile](#)

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You can earn, redeem and enjoy benefits with our partners, including Delta SkyMiles®, British Airways® and more.

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MAKE IT YOUR OWN

You've got options. Design your new SPG Platinum member card. Pick your digital format.

DESIGN CARD

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15860, 15870, 15880, 15890, 15900, 15910, 15920, 15930, 15940, 15950, 15960, 15970, 15980, 15990, 16000, 16010, 16020,

Lifecycle: Onboarding

Onboarding generates ~12% of Lifecycle volume; Open%, CTO% are typically below Lifecycle campaign average KPI's

CTO% is 20.6% below YTD average and is the lowest since launch

- Open% after the first message averages ~ 16%, below program average
- Welcome (Points) Email series KPI's follow similar trends with each progressive message

Items in development

- Themed subject lines
- 1 week between mailings and deployed on Mondays

Mar-Oct Onboarding	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Account Tips	1.4 M	1.9 K	\$639.8 K	19.8%	10.6%	6.7%	1.4
Earning Points	1.3 M	1.2 K	\$437.2 K	16.7%	9.7%	6.1%	1.0
Travel Inspiration	1.2 M	963	\$354.4 K	16.2%	7.4%	6.7%	0.8
Community	1.1 M	701	\$247.7 K	15.0%	5.0%	8.4%	0.6
Total	4.9 M	4.8 K	\$1.7 M	17.1%	8.5%	6.7%	1.0

How to Use Your Rewards Account



How to Earn Points: No Travel Required



Let's Plan Your Next Trip



You Have 50 Million New Friends



Lifecycle: Membership Anniversary

Happy [number of years] anniversary!

First Name
Last Name
Member Status

Marriott
REWARDS.
.....

Find & Reserve

Silver 10 | Gold 50 | Platinum 75

Your Account » ### Points ### Nights

Congratulations!

Celebrate [XXX] Years with Marriott Rewards

[Alexandria], we appreciate your loyalty and thank you for your membership!

Make your experience even more rewarding by updating your profile.

[My Account](#)

We also recommend you [update your member password](#) each year.

"Travel is the only thing you buy that makes you richer."

– Unknown

Anniversary Lifecycle	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Oct '15	817.8 K	2.9 K	\$991.1 K	34.9%	14.1%	7.1%	3.5
Nov '15	750.3 K	2.4 K	\$826.0 K	34.8%	14.1%	6.5%	3.2
Dec '15	618.8 K	1.9 K	\$706.7 K	32.3%	13.0%	7.5%	3.1
Jan '16	820.9 K	3.1 K	\$1.2 M	36.1%	13.0%	8.1%	3.8
Feb '16	812.1 K	2.5 K	\$924.0 K	32.0%	13.0%	7.5%	3.1
Mar '16	922.0 K	3.1 K	\$1.1 M	34.8%	12.4%	7.8%	3.4
Apr '16	890.0 K	3.3 K	\$1.1 M	35.2%	12.9%	8.2%	3.7
May '16	970.5 K	2.9 K	\$1.0 M	33.1%	12.2%	7.3%	2.9
Jun '16	892.5 K	2.8 K	\$968.5 K	33.4%	12.0%	7.7%	3.1
Jul '16	986.0 K	3.2 K	\$1.1 M	33.3%	12.2%	7.9%	3.2
Aug '16	969.7 K	3.0 K	\$1.0 M	33.0%	12.2%	7.7%	3.1
Sep '16	846.3 K	2.4 K	\$881.2 K	33.1%	11.9%	7.2%	2.9
Oct '16	1.1 M	2.4 K	\$791.5 K	30.6%	11.4%	6.4%	2.2
Average	872.9 K	2.8 K	\$1.0 M	33.6%	12.6%	7.5%	3.2

Observations

- Anniversary performance has shown slow but steady decreases in CTO%
- There also appeared to be a decrease starting June '16, the year anniversary for this campaign.

Opportunities to increase value and engagement with Anniversary

- An anniversary reward
- Lifetime information
- Increasing focus on member password refresh

Oct '16 Project Orange performance summary

		Program	Project Orange
Audience	Total Delivered	88.7 M 1.4%	3.6 M 10.4%
	Unsub Rate	0.18% -0.0 pts	0.12% 0.0 pts
	Delivery Rate	99% 0.2 pts	100% 1.0 pts
Engagement	Open Rate	23.8% 0.7 pts	24.2% -3.3 pts
	Opens	21.2 M 4.4%	861.5 K -2.9%
	Click Rate	2.2% 0.3 pts	2.6% -0.6 pts
	Unique Clicks	2.0 M 16.6%	91.5 K -11.6%
	Click to Open Rate	9.4% 1.0 pts	10.6% -1.0 pts
Financial	Bookings	155.3 K -2.2%	13.6 K -26.0%
	Revenue	\$57.3 M -1.1%	\$4.9 M -29.5%
	Conversion Rate	7.8% -1.5 pts	14.9% -2.9 pts
	Bookings per Delivered(K)	1.7 -3.6%	3.8 -33.0%

Oct Project Orange	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	1.4 M	10.4 K	\$3.9 M	28.5%	12.0%	21.3%	7.3	0.06%
Benefits	499.8 K	7.9 K	\$2.9 M	32.9%	21.4%	22.4%	15.7	0.05%
Destinations	505.3 K	735	\$274.7 K	26.0%	3.1%	18.3%	1.5	0.07%
Offers	431.0 K	1.8 K	\$715.3 K	26.2%	8.7%	18.6%	4.2	0.06%
TSAT	2.1 M	3.2 K	\$1.1 M	21.3%	9.4%	7.4%	1.5	0.16%
Benefits	742.3 K	2.0 K	\$696.6 K	22.6%	15.3%	7.9%	2.7	0.16%
Destinations	734.9 K	452	\$148.3 K	20.9%	3.3%	9.0%	0.6	0.17%
Offers	650.4 K	682	\$229.6 K	20.3%	8.9%	5.8%	1.0	0.17%
Total	3.6 M	13.6 K	\$4.9 M	24.2%	10.6%	14.9%	3.8	0.12%

Observations

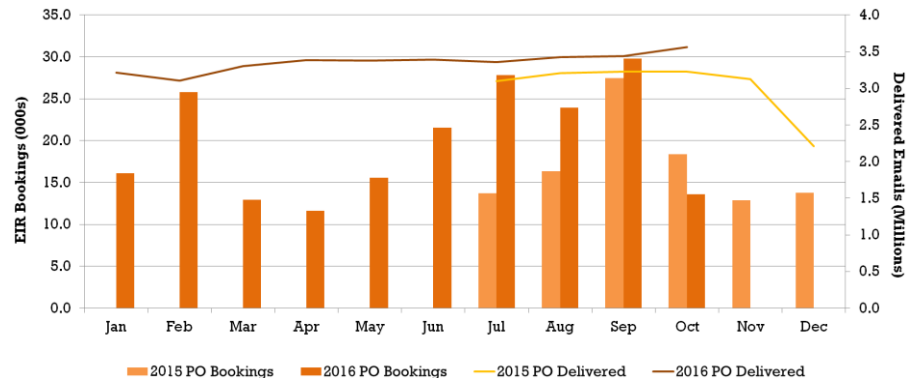
- Lowest Open% since launch
- CTO% was 12.0% lower than '16 YTD average
- 2nd lowest Conv% YTD

Compared to the base email program, PO-dedicated campaigns generated:
+14.2% Open%, +5.3% CTO%, +120.4% higher Conv%

October '16 Email overview & MoM trends

Oct Project Orange	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	1.4 M	10.4 K	\$3.9 M	28.5%	12.0%	21.3%	7.3	0.06%
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Bookings by Month



Observations

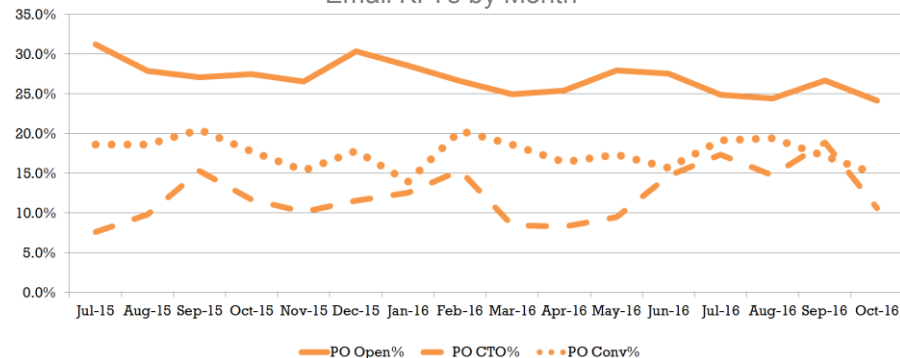
October generated a combination of below or well below email KPIs averages driving booking per delivered 33% below '16 YTD average

Benefits Open% and Conv% were 13.2% and 17.8% below the YTD average respectively

Offers generated the lowest Open% & Conv% since launch

Destinations generated the lowest Open% & CTO% since launch

Email KPI's by Month



Benefits overview and MoM trends

Observations

Overall

Content was engaging but not booking-oriented, impacting overall Conv%

- Account Linkage as primary message
- MegaBonus did not drive bookings as expected
- Non-booking CTAs: Cruise sweepstakes, partner offers (ShopMarriott & NRG)

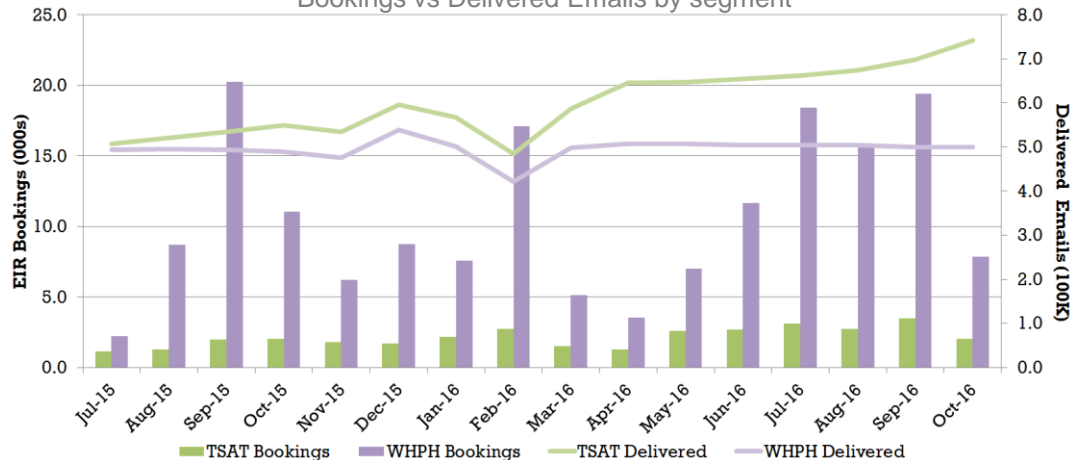
TSAT

- Open% was 14.0% below '16 YTD average
- 2nd lowest Conv% YTD

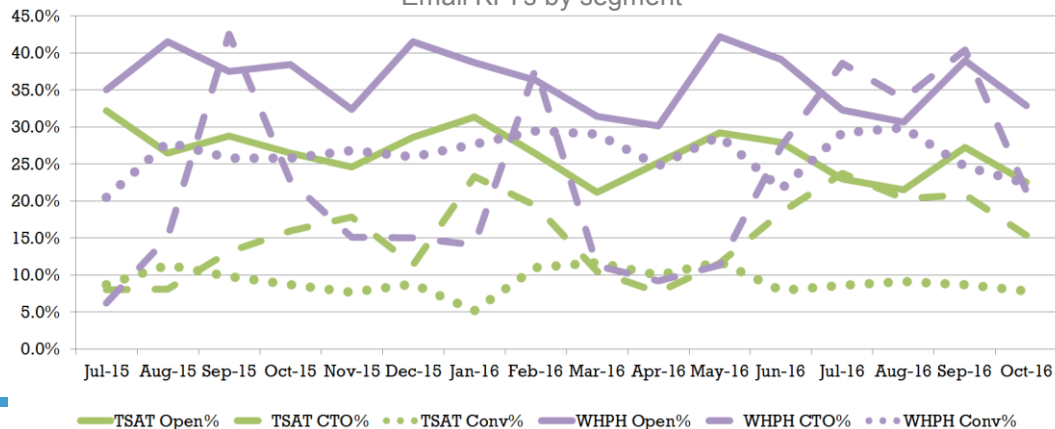
WHPH

- Open% was 9.2% below '16 YTD average
- 2nd lowest Conv% YTD

Bookings vs Delivered Emails by segment



Email KPI's by segment



PO segment open & click engagement was higher with Control than Benefits

Oct eNews/ Benefits	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
TSAT eNews	73.7 K	20.2 K	238	\$87.8 K	27.5%	19.0%	6.2%	3.2	0.13%
TSAT Benefits	742.3 K	167.6 K	2.0 K	\$696.6 K	22.6%	15.3%	7.9%	2.7	0.16%
%△					-18%	-19%	27%	-15%	
WHPH eNews	53.8 K	21.0 K	1.1 K	\$411.4 K	39.1%	27.6%	18.5%	19.9	0.04%
WHPH Benefits	499.8 K	164.3 K	7.9 K	\$2.87 M	32.9%	21.4%	22.4%	15.7	0.05%
%△					-16%	-22%	21%	-21%	

Both PO segments had higher Open% with the Control copy vs Test (Benefit) copy

- eNews: *Your Account: you're Linked to SPG* *Link to SPG*
- TSAT Benefits: *Your Account: See Your New Benefits* *Account Linkages. Get More.*
- WHPH Benefits: *Work Your New Benefits* *Account Linkage & Earn More*

eBreaks was not featured in Benefits but was in Control

While there has been a standard difference between Control vs test engagement, email KPIs may have been impacted if the composition of Linked & not yet linked were different

October WHPH Benefits

Oct Benefits	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	499.8 K	7.9 K	\$2.9 M	32.9%	21.4%	22.4%	15.7	0.05%

Observations

Top Offer featured Account linkage content and generated slightly less click engagement compared to months when promotions like MegaBonus were featured

- Click volume was 12 K below promo month avg
- 16 K above non-promo months avg

As this placement was not a booking CTA, Conv% was 16.4% below YTD Top Offer avg

Rewards section generated 78% more clicks than '16 YTD average

- MB-Register generated 2nd most clicked content in Rewards all time
- CruisesOnly Sweeps 4th most

Moments generated less clicks than previous months, however data for one featured moment was lost

Brand Spotlight redemptions generated 7.8% higher % of clicks than Aug, when the Brand Spotlight & redemptions were combined

WHPH Benefits
Your Account: Work Your New Benefits

Account Box
12% clks, 14% bks

Search
2% clks, 3% bks

Top Offer
54% clks, 49% bks

Rewards - Head
8% clks, 11% bks

Rewards - Main
19% clks, 19% bks

Earn
1% clks, 1% bks

2% clks, 2% bks

Brand Spotlight
1% clks, 1% bks

Hotel Openings
1% clks, 1% bks

City Scene
0% clks, 0% bks

October TSAT Benefits

Oct Benefits	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
TSAT	742.3 K	2.0 K	\$696.6 K	22.6%	15.3%	7.9%	2.7	0.16%

Observations

Top Offer featured Account linkage content and generated slightly less click engagement compared to months when promotions like MegaBonus were featured

- Click volume was 11% below promo month avg
- 161% above non-promo months avg

October was the highest clicks the Rewards section has ever received

- MB-Register generated the 5th most clicked content in Rewards all time
- CruisesOnly Sweeps 2nd most

Moments generated the least amount of clicks for this section, however data for one featured moment was lost

Brand Spotlight generated 14% lower % of clicks than when it was featured in August

TSAT Benefits

Your Account: Account Linkages. Get More.

Account Box
18% clks, 31% bks

Search
5% clks, 7% bks

Top Offer
43% clks, 31% bks

Rewards - Head
9% clks, 13% bks

Rewards - Main
20% clks, 14% bks

Enter to Win a Dream Trip

Get Your \$5,000 (\$50,000) Bonus Points

Win a Celebrity Cruise

Earn
1% clks, 1% bks

Chat with Travel Sociers

Save Up to 35% on Your Road Trip

Sleep Like You're on Vacation

Moments

1% clks, 1% bks

Experience More With Your Points

Brand Spotlight
1% clks, 1% bks

Hotel Openings
1% clks, 1% bks

The Hi-Lo, Autograph Collection

City Scene
0% clks, 0% bks

Oct Non-Member TSAT&WHPH Benefits

Non-Member Benefits

How Much Do You Travel?

Oct Non-Member Benefits	Delivered	Enrollments	Clicks	EIR Revenue	Open%	CTO%	Conv%	Enroll/Del (K)	Unsub%
WHPH & TSAT	72.5 K	N/A	284	\$2.3 K	19.3%	2.0%	N/A	N/A	0.56%

Observations

Note: WHPH & TSAT Non member efforts were consolidated starting Sept

October featured significantly less content than previous months but generated a similar amount of click engagement as previous months

The Non-Member version of Benefits featured member rate & Cruise sweepstakes, generating 284 clicks

- Sept generated 308 clicks
- August generated 23 enrollments off 232 clicks
- July generated 58 enrollments off 444 clicks featuring Free Night offer, New Member Benefits, sweepstakes, and MRCC offer

The screenshot displays the Marriott website interface with several promotional overlays. At the top right, an 'Account Box' overlay indicates '31% clks, 2 bks' and includes a 'Find & Reserve' button. Below this, a 'Search' overlay shows '12% clks, 0 bks'. A 'Top Offer' overlay features a woman relaxing on a beach and states '21% clks, 0 bks'. Further down, a 'Rewards' overlay with a cruise ship image shows '27% clks, 1 bks'. The page also includes a 'Get Our Lowest Rates All the Time' section with a 'Join to See Rates' button, a 'Cruise Like a Celebrity' promotion, and an 'Earn Free Night Stays Faster' section with a Marriott Rewards card image.

Offers overview and MoM trends

Observations

Overall

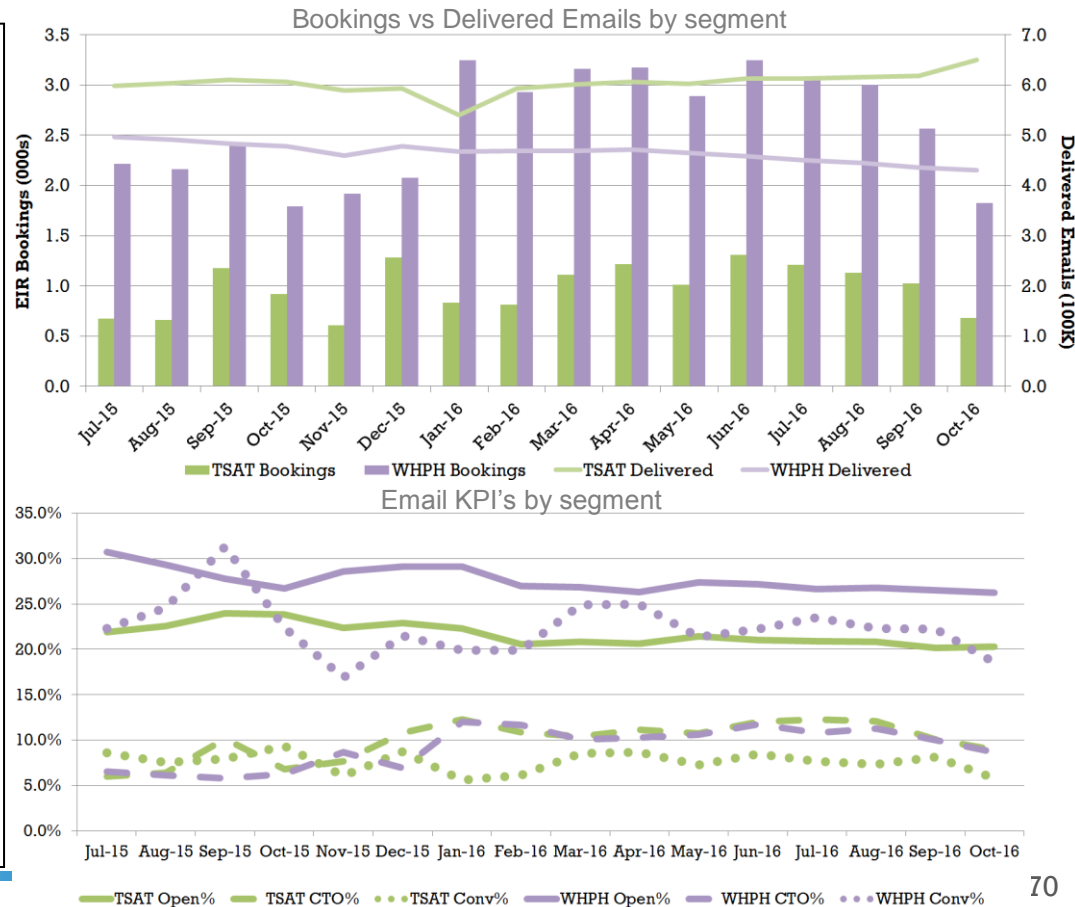
- Lowest Open% and Conv% since launch
- Lowest booking volume and booking/delivered since launch
- Lowest CTO% YTD

TSAT

- 2nd lowest Open% and Conv% since launch
- Lowest CTO% YTD
- 2nd lowest booking/delivered since launch

WHPH

- 2nd lowest booking volume and booking/delivered since launch
- Lowest Open% since launch
- Lowest CTO% and booking/delivered YTD



WHPH CTO% & Conv% were higher with Hotel Specials than Offers

Oct HS/ Offers	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
TSAT HS	71.5 K	14.6 K	79	\$31.5 K	20.5%	9.1%	6.0%	1.1	0.19%
TSAT Offers	650.4 K	131.9 K	682	\$229.6 K	20.3%	8.9%	5.8%	1.0	0.17%
%△					-1%	-2%	-3%	-5%	
WHPH HS	46.3 K	12.3 K	256	\$101.2 K	26.5%	9.3%	22.4%	5.5	0.05%
WHPH Offers	431.0 K	113.1 K	1.8 K	\$715.3 K	26.2%	8.7%	18.6%	4.2	0.06%
%△					-1%	-7%	-17%	-23%	

While Brand Spotlight continued to be a difference between Test & Control versions, smaller differences also existed:

- Offer body copy & eBreaks test conducted for Control
- Copy and image nuances

October WHPH Offers

Oct Offers	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
WHPH	431.0 K	1.8 K	\$715.3 K	26.2%	8.7%	18.6%	4.2	0.06%

Observations

CTO% and click volume was the lowest YTD

- Field Offers % of clicks is down 23.9% from '16 YTD average and generated the least clicks in 2016
- Middle Offer generated well below half of any other offer featured
 - Typically, MegaBonus & Summer Promo offers generated ~4.3 K clicks in this position
- Though Experiences % of clicks was 18.0% above '16 YTD average, click volume was down
- Since first being featured, eBreaks continued the trend of generating fewer clicks MoM; click were down nearly half from September

Getaways generated 4.7% more clicks than '16 YTD average and 66.6% higher % of clicks

- Cruise Sweepstakes generated 42.0% of section clicks

Account Box
21% clks, 20% bks

Search
7% clks, 6% bks

Field Offers
39% clks, 36% bks

Cleveland from \$179
Stay for breakfast

National Harbor \$230+
\$20 bar credit near DC

Las Vegas resort \$269+
Go on a golf escape

Oklaoma City from \$129
\$25 restaurant gift card

Sanibel Harbour \$300+
50-minute spa treatment

Emeryville, CA from \$149
Shop till you drop

Arlanheim Marriott® \$450+
Get engaged at Disneyland

Marina del Rey from \$219
Valet parking, fast Va-Fi

See All

Find A Hotel

Earn Like a Boss

See All

MegaBonus
8% clks, 13% bks

You Chose Wisely, [FNAME]

Getaways
17% clks, 17% bks

NYC: Up to 20% Off
Save your hard earned dollars on your next trip to the Big Apple.

Get 30% Luckier in Las Vegas
Stay two or three nights and save up to 30%.
You're in the luckiest!

From \$149

From \$79

Get 10,000 Points
Redeem your points for a 3-night stay in the City of Lights - plus get points back!

Earn In Paris

WHPH Offers

[First Name's][Your] November Travel Deals

Win a 7-Night Celebrity® Cruise
Conquer the Caribbean with \$500 in cruise cash plus a four-night stay at the JW Marriott Miami.

Enter to Win

Experiences
5% clks, 4% bks

Christmas at Gaylord Resorts
Rock around the tree in Washington, DC, Nashville, Kalamazoo or Dallas.

Save 20%

Thanksgiving Stays From \$79
Traveling to see family for the holidays? Stay closer (but not too close) for less.

Save 30%

\$100 Spa Credit in Sonoma
You totally deserve some R&R.

From \$349

Wine & Dine in Hilton Head
Come for dinner, stay for breakfast & soak up some ocean views.

From \$259

eBreaks
3% clks, 4% bks

Save on stays this weekend.
Where will you go?

October TSAT Offers

Oct Offers	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
TSAT	650.4 K	682	\$229.6 K	20.3%	8.9%	5.8%	1.0	0.17%

Observations

Overall click volume was 29.0% below '16 YTD average

- Field Offers % of clicks is down 18.2% from '16 YTD average and generated the least clicks in 2016
- Middle Offer drew 70% fewer clicks than '16 YTD average
 - Summer Promo Middle Offers generated >2.1K clicks
 - MegaBonus generated less than 1.0K clicks
- eBreaks generated the lowest click volume and % of clicks since first being featured

Conv% was 12.2% below the '16 YTD average

- Account Box Conv% was the lowest since launch and generated 31% of email's clicks

Getaways drew the second highest click volume since launch due to Cruise Sweepstakes

- Cruise Sweepstakes generated 38% of section clicks

Account Box
21% clks, 28% bks

Search
11% clks, 13% bks

Field Offers
41% clks, 31% bks

MegaBonus
5% clks, 6% bks

Getaways
14% clks, 15% bks

eBreaks
3% clks, 3% bks

TSAT Offers

[First Name's] [Your] November Travel Deals

Sweepstakes Alert! Win a Caribbean Cruise
Enter to win a 7-night Celebrity Cruise for two, \$500 cruise cash & 4 nights at the JW Marriott Miami. [Enter Now](#)

Experiences
5% clks, 4% bks

Christmas at Gaylord Resorts
Celebrate the season in Washington, DC, Nashville, Kissimmee or Dallas. [Save 25%](#)

Thanksgiving Stays From \$79
Unwind in your hotel room after visiting family or hitting the Black Friday sales. [Save 30%](#)

\$100 Spa Credit in Sonoma
Recharge your batteries in this wine-lover's paradise. [See Sonoma](#)

Dine Out in Hilton Head
Savor two good meals seaside. Breakfast & dinner included. [From \\$250](#)

eBreaks
3% clks, 3% bks

Save 20%

Get Points Back in Paris
Redeem your points in the City of Lights and get rewarded — with even more points! [10,000 Points](#)

Destinations overview and MoM trends

Observations

Overall

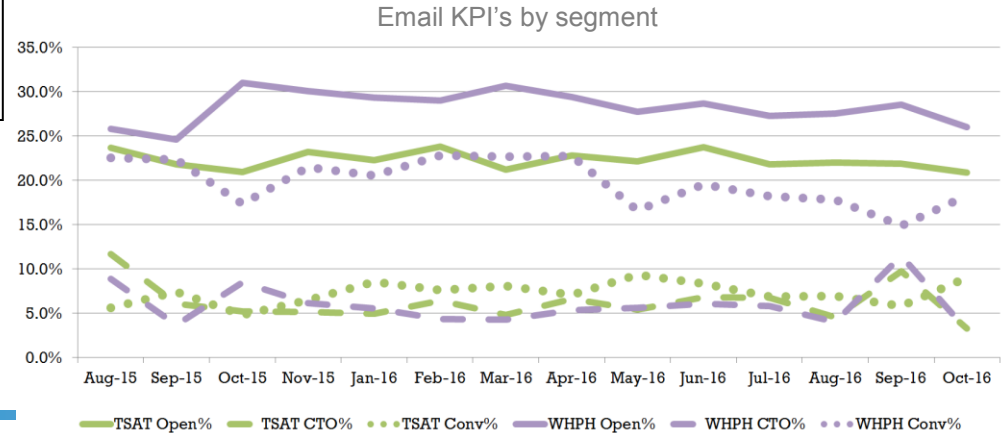
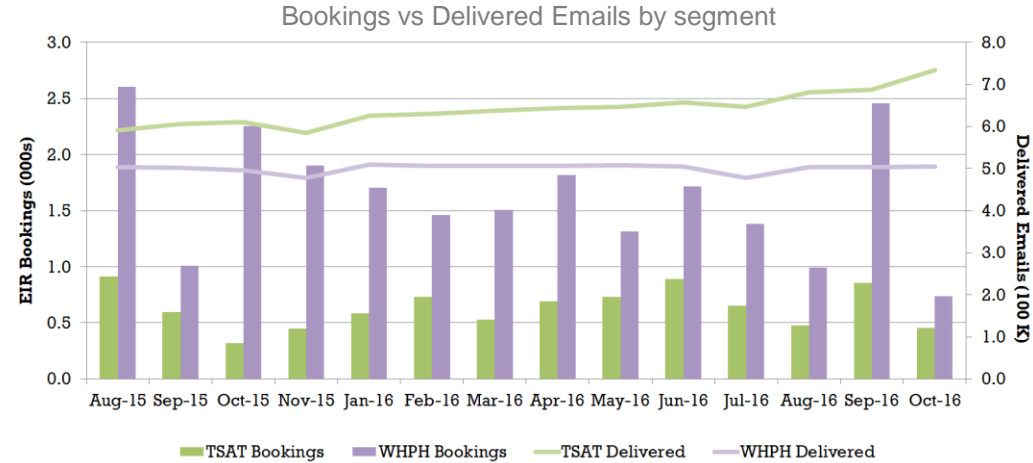
- Lowest Open%, CTO%, and booking/delivered since launch

TSAT

- Lowest Open% and CTO% since launch
- 2nd highest Conv% and booking/delivered YTD

WHPH

- Lowest CTO% and booking/delivered since launch
- Lowest Open% YTD



Test & Control engagement differed despite seeing nearly identical Destinations

Oct Destinations	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
TSAT Control	73.6 K	16.8 K	56	\$17.5 K	22.8%	3.9%	8.5%	0.8	0.12%
TSAT Test	734.9 K	153.4 K	452	\$148.3 K	20.9%	3.3%	9.0%	0.6	0.17%
%△					-8%	-17%	6%	-19%	
WHPH Control	53.8 K	15.5 K	115	\$36.0 K	28.7%	3.6%	20.6%	2.1	0.04%
WHPH Test	505.3 K	131.3 K	735	\$274.7 K	26.0%	3.1%	18.3%	1.5	0.07%
%△					-10%	-15%	-11%	-32%	

Both segments had higher Open and CTO% to Control vs PO versions

- These differences were beyond the Sept difference where the exact same content was shown

The only difference between Test & Control versions were the subject lines & the Insider tip line item

This suggests meaningful differences in control vs test group:

- An Open% difference may need to be greater than 6% to be meaningful.
- Based on historical patterns, TSAT CTO% difference may need to be greater than 9% while WHPH may need to be greater than 5%

October WHPH Destinations

October Destinations	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	505.3 K	735	\$274.7 K	26.0%	3.1%	18.3%	1.5	0.07%

Observations

October generated the least amount of clicks since launch

- Top Offers generated 56.9% fewer clicks compared to '16 YTD average
 - New York “Some Eye Candy” received the most clicks out of this section (34%)
 - Destinations October banner/headline & Las Vegas “A Wild Party” received 26% & 18% of section clicks respectively
- Middle Offers click volume was 46.0% below the '16 YTD average, the most popular content in this section:
 - “See Haunted Hotels” (51%)
 - Ireland (23%)
 - Tour New Orleans (13%)
- Trip Planner generated 20% of the average click volume with Nashville generating over half the clicks to this section

Content that did not resonate

- Kid-friendly fun generated the least clicks of any Top Offer
- Travel Tip did not resonate least clicks of any middle section except headlines

Account Box
28% clks, 43% bks

Search
3% clks, 4% bks

DESTINATIONS OCTOBER

Top Offer
37% clks, 25% bks

Halloween's a Big Deal in the U.S.A.
There's just something about dressing up and letting your hair down ... Check out a few of our favorite celebrations across the country – especially if you want.

A Wild Party
Head to Vegas for 3 days of zombie debauchery at the Marquee Nightclub. Best costume wins \$10,000.
HIT LAS VEGAS

Some Eye Candy
The world's largest Halloween parade marches through New York's Greenwich Village. It's a total spectacle.
SEE NEW YORK

Kid-Friendly Fun
Trade scary for sweet all month long at the Louisville Zoo's Halloween celebration. You'll trick-or-treat with the animals.
PLAY KENTUCKY

WHPH Destinations

Celebrate Halloween Like You Mean It

Middle Offer
26% clks, 22% bks

Oct 31 – Nov 2
Mexico - Day of the Dead
Honor the lives of those who've passed on during this spectacular 3-day event.
VISIT MEXICO

Oct 14 – Nov 6
Ireland - Spirits of Meath
Travel to the Boyne Valley, just north of Dublin, and party where Halloween began.
GO TO IRELAND

Don't Be Afraid ... to Use Your Points

Got business travel this month? Use your points to add an extra day to your trip and go exploring.

Bottom Offer
4% clks, 3% bks

Stay Here ... If You Dare
You may spot a ghost or two when you stay at these Autograph Collection® hotels.
SEE HAUNTED HOTELS

Where to Walk with Ghosts
Let the spirits guide you through the haunted houses & cemeteries in the Big Easy.
TOUR NEW ORLEANS

Trip Planner: Where to Book Now

Go Now: Nashville
Ride the Tennessee Central Railway to see fall foliage.

Go Soon: Park City
Get ready for ski season – slopes open in November.

Go Later: St. Thomas
Forget spring break. Celebrate Carnival in April.

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October TSAT Destinations

October Destinations	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
TSAT	734.9 K	452	\$148.3 K	20.9%	3.3%	9.0%	0.6	0.17%

October generated the least amount of clicks since launch

Top Offers click volume and % of clicks were 59.8% and 18.0% below the '16 YTD average respectively

- Destinations October banner/headline received the most clicks in this section (33%)
- New York "Some Eye Candy" & Las Vegas "A Wild Party" received 30% & 17% of section clicks respectively

Middle Offers click volume was 42.1% below the '16 YTD average, the most popular content in this section:

- "See Haunted Hotels" (52%)
- Ireland (19%)
- Tour New Orleans (14%)

Trip Planner generated the 2nd lowest click volume since launch, with Nashville generating over half the clicks to this section

Content that did not resonate

- Kid-friendly fun generated the least clicks of any Top Offer
- Travel Tip did not resonate least clicks of any middle section except headlines

October generated the 2nd highest Conv% since launch

- Primarily driven by Account Box Conv% (34.8% of clicks)
- Clickers may have had high booking

Account Box
35% clks, 65% bks

Search
8% clks, 13% bks

DESTINATIONS
OCTOBER

Top Offer
27% clks, 11% bks

Halloween's a Big Deal in the U.S.A.
There's just something about dressing up and letting your hair down... Check out a few of our favorite celebrations across the country - especially if you want.

A Wild Party
Head to Vegas for 3 days of zombie debauchery at the Marquee Nightclub. Best costume wins \$10,000.
HIT LAS VEGAS

Some Eye Candy
The world's largest Halloween parade marches through New York's Greenwich Village. It's a total spectacle.
SEE NEW YORK

Kid-Friendly Fun
Trade scary for sweet all month long at the Louisville Zoo's Halloween celebration. You'll tickle-or-treat with the animals.
PLAY KENTUCKY

TSAT Destinations

Boooooooo(k a Halloween Trip)

Middle Offer
25% clks, 8% bks

Oct 31 - Nov 2
Mexico - Day of the Dead
Honor the lives of those who've passed on during this spectacular 3-day event.

VISIT MEXICO

Oct 14 - Nov 6
Ireland - Spirits of Meath
Travel to the Boyne Valley, just north of Dublin, and party where Halloween began.

GO TO IRELAND

How to Get Over Your Fear of Flying
Does the thought of getting on an airplane make you anxious? Check out nine ways you can overcome your fear.

Bottom Offer
4% clks, 1% bks

Stay Here ... If You Dare
You may spot a ghost or two when you stay at these Autograph Collection® hotels.

SEE HAUNTED HOTELS

Where to Walk with Ghosts
Let the spirits guide you through the haunted houses & cemeteries in the Big Easy.

TOUR NEW ORLEANS

Trip Planner: Where to Book Now

Go Now: Nashville
Ride the Tennessee Central Railway to see fall foliage.

Go Soon: Park City
Get ready for all season - slopes open in November.

Go Later: St. Thomas
Forget spring break. Celebrate Carnival in April.

77

+ Thank You!

Mobile App Promotion

Wyndham eStatement

Your Wyndham Rewards Statement as of 10/19/2019


You have 0 points

go free* 15,000 points get you a FREE NIGHT*

go fast* win 3,000 points plus some cash!

Book now

5 nights to go and you'll be here!



\$10 OFF per night. +200 bonus points
when you stay 3 or more nights!

Don't miss out on our Fall Savings Event.

Just book your weekday stay (Sunday-Thursday arrival) between October 8-November 26, 2019 to save \$10 off each night when you stay at least 2 or more nights at a participating hotel. Complete your stay by January 31, 2017. Plus, earn 200 bonus points.

Book now

Our latest news and offers

Budget

Hospitality on wheels

Save up to 10% off base rates plus earn 600 Wyndham Rewards points per rental at participating Budget locations worldwide.

Reasons you need our App

Fast booking. Hands-free assistance. Local eats and events. Points balance. Rewards status. These are just a few reasons to download the Wyndham Rewards App today.

Win a trip down under

Watch Wheel of Fortune! Oct. 24-28 for a chance to win a 7-night/7-day stay at 1000 Wyndham Signature Executive Suites in Australia. Includes airfare for two and \$1,500 spending cash. Check local listings.

Let's go Download now Login now

- Fall Savings Event Top Offer
- Book weekday stay and save \$10 off/night after 2+ nights and earn 200 points
- Wheel of Fortune Australia sweeps

SPG Prom Reg Confirmation

More Starpoints for you. 2X or 3X?

Download now

spg MEMBER EXCLUSIVE

Get our lowest rates, free Wi-Fi and Starpoints.

Maximize your membership — book your stays through the SPG apps or at spg.com to receive your members-only benefits.

SAVE NOW >

Hilton

Acquisition

BOOK YOUR PERFECT STAY with the Hilton HHonors App

HILTON HHONORS JOIN HHONORS

ENJOY INSTANT

BOOK YOUR PERFECT STAY with the Hilton HHonors App

HILTON HHONORS JOIN HHONORS

JOIN HILTON HHONORS AND BOOK AT HILTON.COM TO GET INSTANT BENEFITS.

GUARANTEED DISCOUNT FREE STANDARD Wi-Fi DIGITAL CHECK-IN POINTS TOWARDS FREE NIGHTS

JOIN FOR FREE

Promo Registration

BOOK YOUR PERFECT STAY with the Hilton HHonors App

HI FRED | POINTS: 0 | TIER: BLUE

HILTON HHONORS ACCOUNT LOGIN

NOW EARN TRIPLE POINTS WHEN YOU BOOK THROUGH THE HILTON HHONORS APP AND STAY THROUGH DECEMBER 31.

- Mobile app header
- 3X points when book through app

Choose your room with the Hilton HHonors App

LEARN MORE

New Member Benefits Listed:

- Lowest price
- Free Wi-Fi
- Join for free CTA

Regional Offers

BOOK NOW

Save 15% with Hilton in Makkah & Madinah

BOOK NOW

Book Direct and Enjoy Istanbul

Book Direct messaging in header

There's no better time to book London

BOOK NOW

20% off for NBK Customers

BOOK NOW

All you Expect at Hilton Garden Inn Mall of the Emirates

REGISTER NOW

Choose your room with the Hilton HHonors App

LEARN MORE

Point Buying Solos

Hyatt

- Purchase 5K-10k pts = 30% more
- Purchase 10K-50k pts = 40% more

HYATT®
GOLD PASSPORT

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**STOP DREAMING...
start packing**

Get away even sooner with up to a 40% bonus on all point purchases.

[PURCHASE NOW >](#)

Mitchell
Account Balance: 0 [MY ACCOUNT](#)

Want to get away and spend quality time with your loved ones? Now you can get to your dream destination even sooner with up to a 40% bonus on all point purchases. So whether you want to spend your time soaking up the sun, hitting the slopes or exploring city life, the vacation you've been waiting for is closer than ever.

Purchase	Point Bonus
5,000 – 9,999 Points	30%
10,000 – 55,000 Points	40%

Don't miss out and take advantage of this limited-time offer through October 25, 2016.

[PURCHASE POINTS](#)

Hilton

- 100% more points
- Lowest price in footer

HILTON
HHONORS

[ACCOUNT LOGIN](#)

**GET UP TO 100%
MORE POINTS**

when you purchase
Hilton HHonors Points
by October 21.

[LEARN MORE](#)

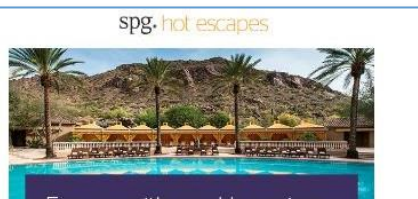
Conrad Koh Samui, Thailand

**BOOK THE
LOWEST PRICE
ONLY AT HILTON.COM**

[SAVE NOW](#)

Must be a Hilton HHonors Member.

Hilton Ngapali Resort & Spa, Myanmar



spg. hot escapes

SPG Hot Escapes

- New weekly deals every Wed.
- SPG members save 20%
- Non-members save 15%
- "Like" us on FB for 1st look on latest deals

BOOK BY SATURDAY

spg. hot escapes



Escape with weekly savings.

BOOK BY SATURDAY

- SPG® Members Save 20% or more
- Non-SPG Members Save 15% or more

SAVE NOW >

Check spg.com/escapes every Wednesday to see new hotels and resorts

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

Transactional Emails

Account Creation

Access to SPG is Yours.

Here's the SPG® username and temporary password you requested.

Since this is a temporary password, you'll be asked to create a new password the next time you log in. In the meantime, keep this email for your records.

You can update your profile anytime by visiting the My Account section on SPG.com.

Questions? Contact the [SPG Customer Contact Center](#). We're here to help.

[Log in to your account](#)

More Luxury. More Destinations.

Security Password Update

Looks like you made an update.

We noticed that the web security (password and/or security questions) associated with your SPG® profile has been updated. If you made this update, you don't need to do anything more. If you didn't make this change, please contact your nearest [SPG Customer Contact Center](#) as soon as possible.

Starwood Hotels & Resorts, Inc., upholds the highest business standards and practices to secure customer information. Please contact us if you have any questions.

[Update preferences >](#)

Accounts Linked (MR)

Success.
Your accounts are linked.

You've successfully linked your SPG® and Marriott Rewards® or The Ritz-Carlton Rewards® accounts.

Now you can take advantage of additional opportunities — including reciprocal elite status match and transfer of points between the programs.

Remember, we don't anticipate launching a newly combined program until 2018 at the earliest. This means SPG will continue to run separately until then. During this period, you can continue to earn and redeem as you normally do, and there is no change to how you manage your SPG account or book reservations.

LEARN MORE

Please note: Unlinking your two accounts will result in forfeiting a status match awarded during the linking process and the ability to transfer points between programs.

[Terms and Conditions](#) | [FAQs](#)

Featured Property: The St. Regis Langkawi, Malaysia

The Weekend

HAPPY HOUR
ADRENALINE & OFFICE BAR
Four Points by Sheraton, VI
12:00pm - 5:00pm, Saturdays & Sundays

Come along with your buddies and have unlimited fun with happy hour special at the Office bar and Adrenaline bar.

[Make a Reservation](#)

AFRICAN NIGHT
BAZARRE RESTAURANT
Four Points by Sheraton, VI
7:00pm - 10:00pm every Saturday

Have a taste of exquisite African delicacies at the Bazarre, every Saturday.

[Make a Reservation](#)

"The Weekend" Regularly occurring activities on the weekend

Join the AL DENCE every Friday night and enjoy great live entertainment with Weekend Nights at the pool bar.

[Make a Reservation](#)

SUNDAY BRUNCH
CROCKPOT RESTAURANT
Sheraton Langkawi Hotel, Kuala Lumpur
12:00noon - 4:00pm every Sunday

Every Sunday, discover with family and friends an array of exquisite dishes at the Crockpot restaurant. Children below 12 years eat half price plus free ice cream.

[Make a Reservation](#)

DRINKS WITH FRIENDS
THE OFFICE BAR
Four Points by Sheraton, VI
8:00pm - 11:00pm Fridays - Sundays