



SEPTEMBER 2017 MARRIOTT REWARDS EMAIL PROGRAM REVIEW

October 26, 2017

yes

TODAY'S AGENDA

Sep '17 Program Review

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

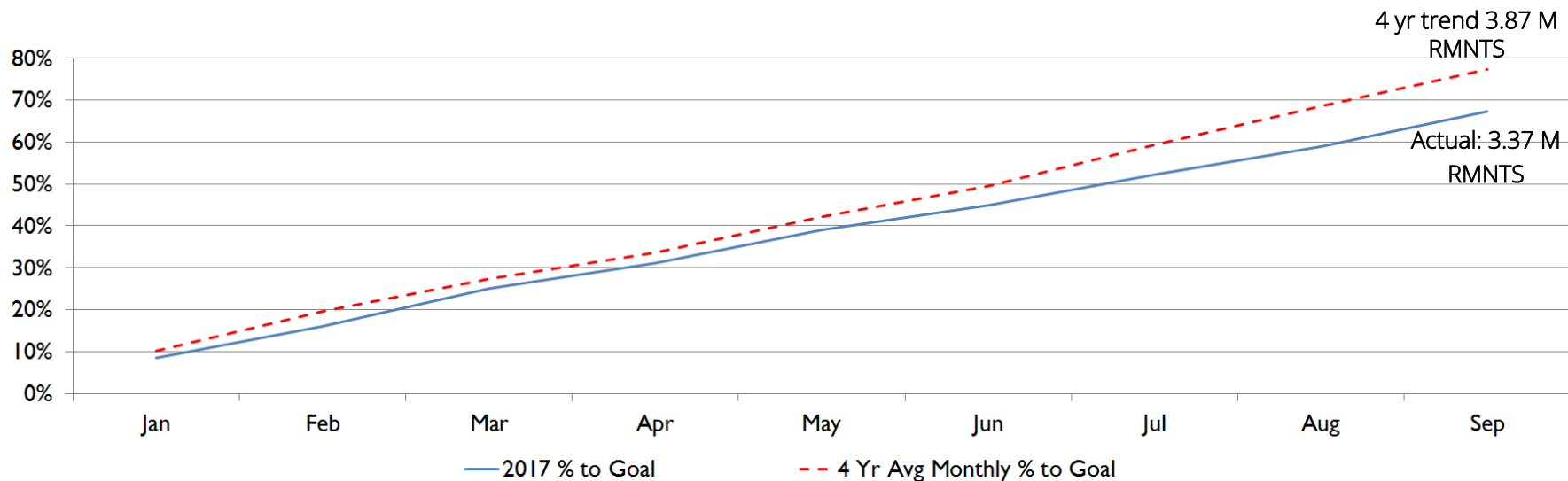
Available Sep '17 Campaign Reviews

- eNews
- Hotel Specials
- Destinations
- Solos
- Lifecycle

SEPTEMBER 2017 EMAIL PROGRAM SUMMARY

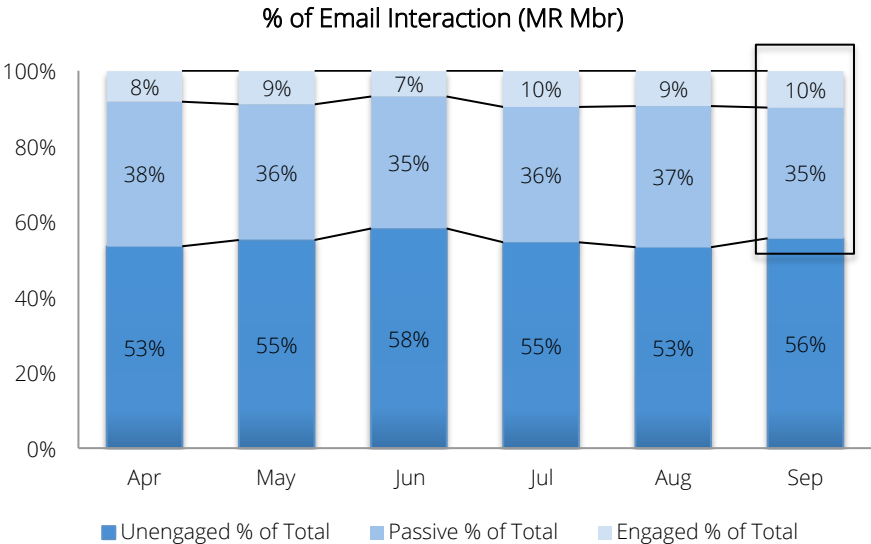
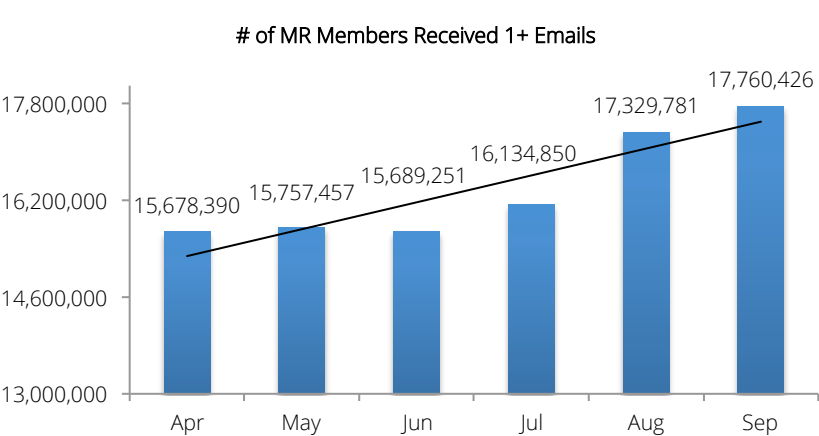
PROGRAM IS 13% BEHIND 5 M ROOM NIGHT GOAL

- As of September, program has generated 3.37 M RN, 67% of goal
- 4 Yr. trend indicates program should be at 77% of goal by September to achieve forecast



EMAIL ENGAGEMENT REPORT

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

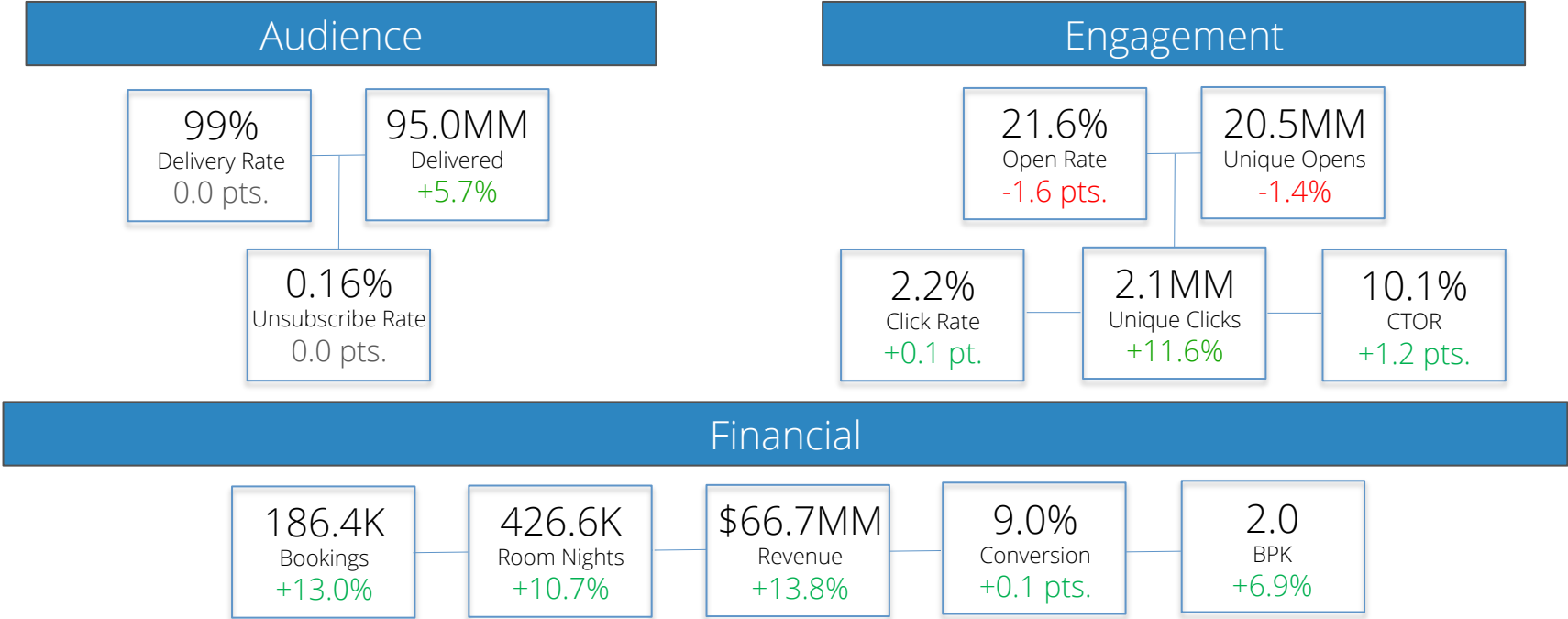


*Report Key:

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

SEPTEMBER 2017 EMAIL PROGRAM PERFORMANCE

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



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

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

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

- Using EIR Financial Data

- Month compared to 12-mo rolling avg.

Executive Dashboard

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

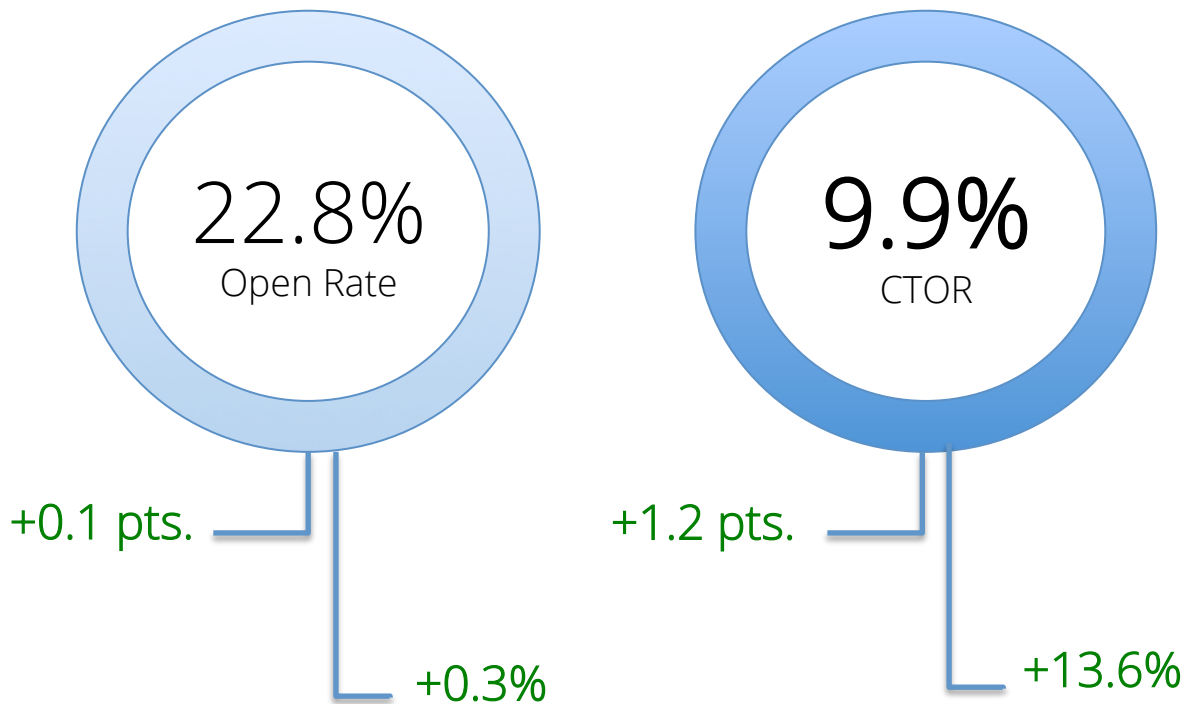
Welcome and Onboarding series drove Lifecycle open rate declines

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

KEY STORYLINES

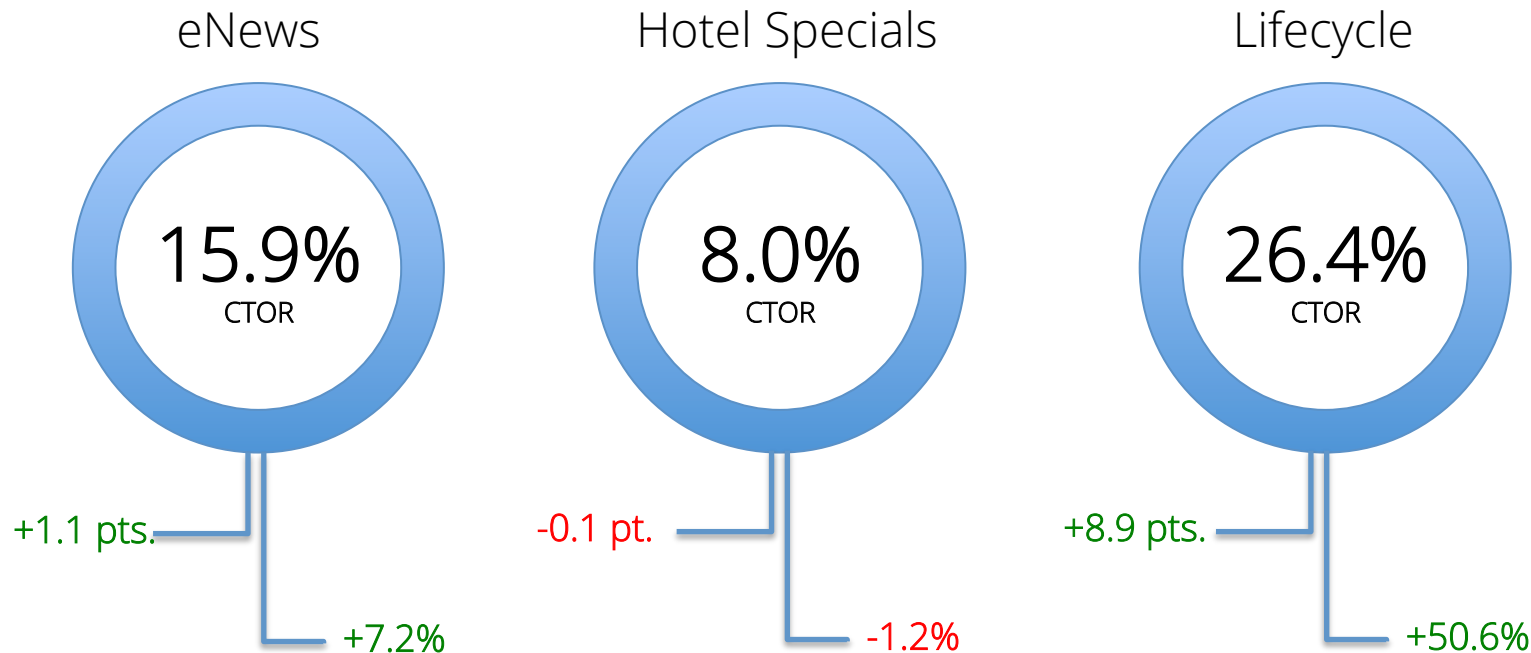
1. Continue to see positive lifts with new email template
2. Positive impact of promotional content in eNews, but different outcome in Hotel Specials
3. Campaign optimization drives increases & learnings for future efforts
4. Highlighted Solo's: NFL Kick-off and Drive Bookings

CONSISTENT INCREASES IN EMAIL ENGAGEMENT AFTER MOVING TO NEW TEMPLATE



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

LIFECYCLE EMAILS ARE CONSISTENTLY SHOWING AN INCREASED CTOR SINCE NEW TEMPLATE CHANGE



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

SEPT '17 ENEWS

Engagement

SL = Your Account: New MegaBonus Has Arrived

23.8%
Open Rate
0.0 pts.

4.7%
Click Rate
+1.4 pts.

19.7%
CTO Rate
+6.0 pts.

Financial

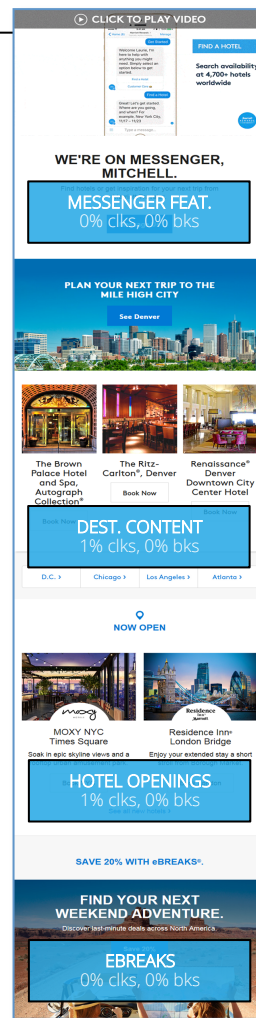
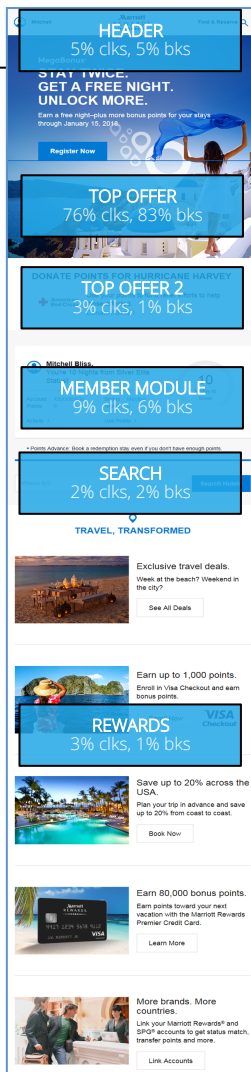
171.1K
Room Nights
+75.9%

\$27MM
Revenue
+81.1%

10.1%
Conversion
+1.2 pts.

4.8
BPK
+62.4%

*Compared to 12-month average



MegaBonus announced in eNews in place of Solo

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

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

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

Future consideration/test: eNews vs. Solo announcement

- Which one drives more registrations and revenue?

SEPT '17 HOTEL SPECIALS

Engagement

SL = Erica's October Travel Deals

18.5%
Open Rate
0.0 pts.

1.4%
Click Rate
0.0 pts.

7.7%
CTO Rate
0.0 pts.

Financial

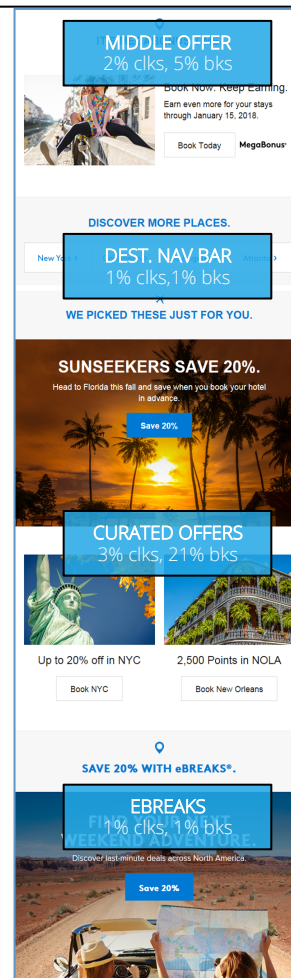
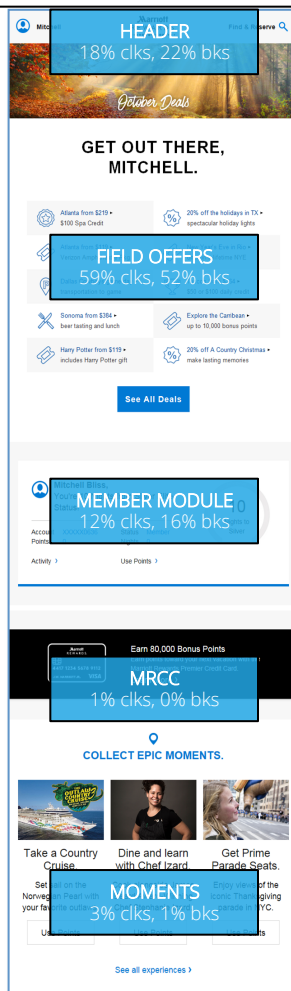
25.4K
Room Nights
-11.8%

\$3.9MM
Revenue
-11.6%

7.8%
Conversion
-0.7 pts.

1.1
BPK
-7.7%

*Compared to 12-month average



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

2nd time testing Friday deployment to lift CTOR:

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

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

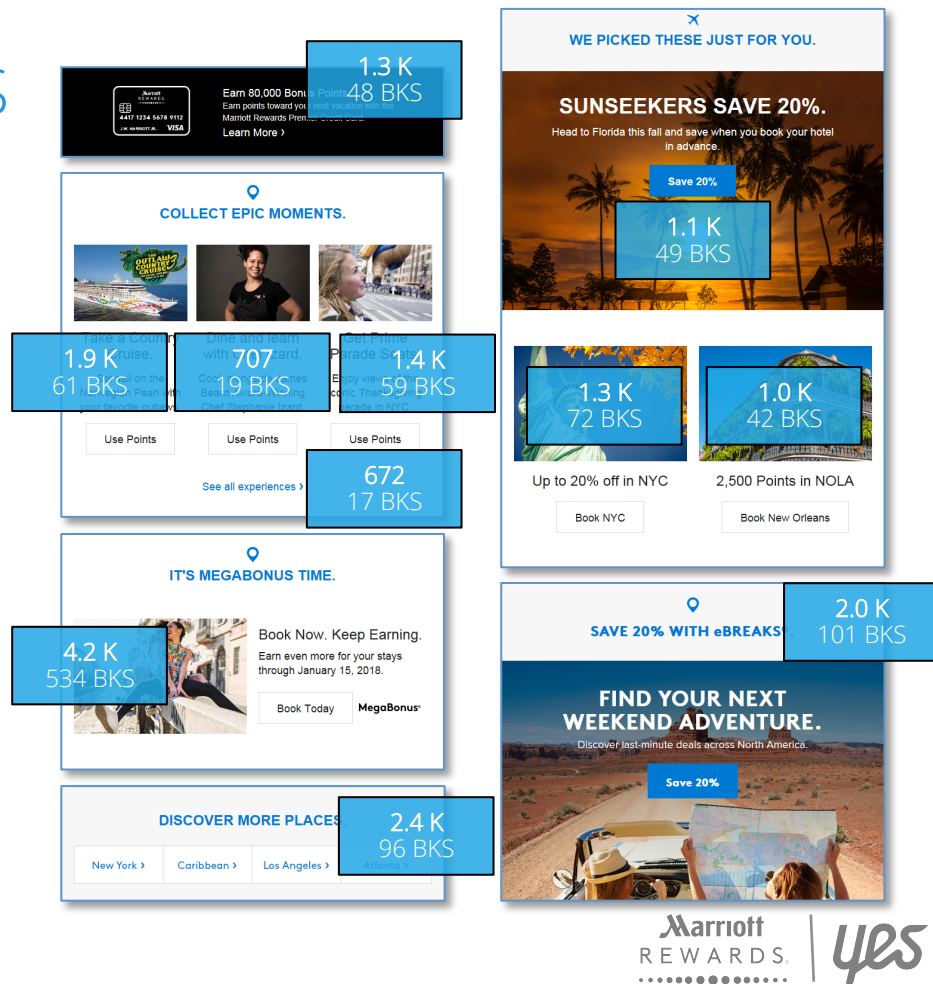
Only 2% of the clicks to the MegaBonus offer; lowest seen for MegaBonus in that section

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

ENGAGEMENT OBSERVATIONS

Most clicked content:

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



SEPT '17 DESTINATIONS

Engagement

SL = Top 6 Hotel Rooftops

22.0%
Open Rate
-0.3 pts.

1.4%
Click Rate
+0.1 pts.

6.3%
CTO Rate
+0.6 pts.

Financial

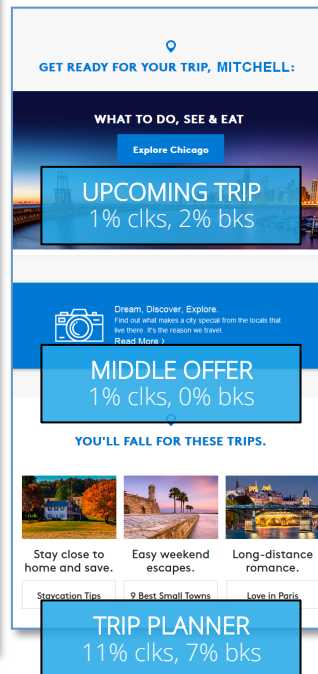
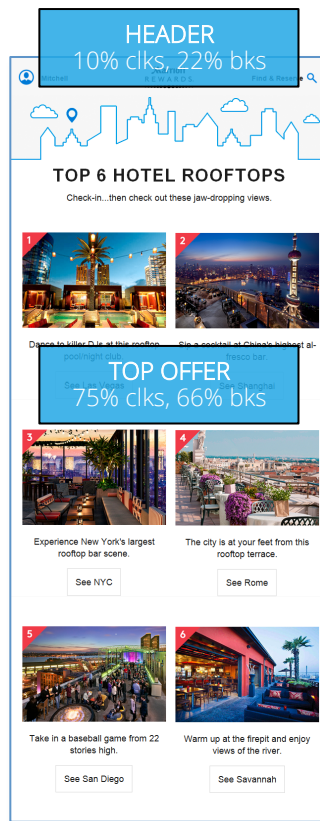
22.3K
Room Nights
-11.0%

\$3.5MM
Revenue
-8.5%

5.2%
Conversion
-1.6 pts.

0.7
BPK
-16.6%

*Compared to 12-month average



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

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

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

Top offer engagement:

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

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

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

NFL KICK-OFF SOLO

Email Engagement

Basic SL = Football Fans: Get in the Game with These Members-Only Experiences
 Elite SL = Today Only! Save Up to 50% During Our Football Flash Sale

18%

Open Rate

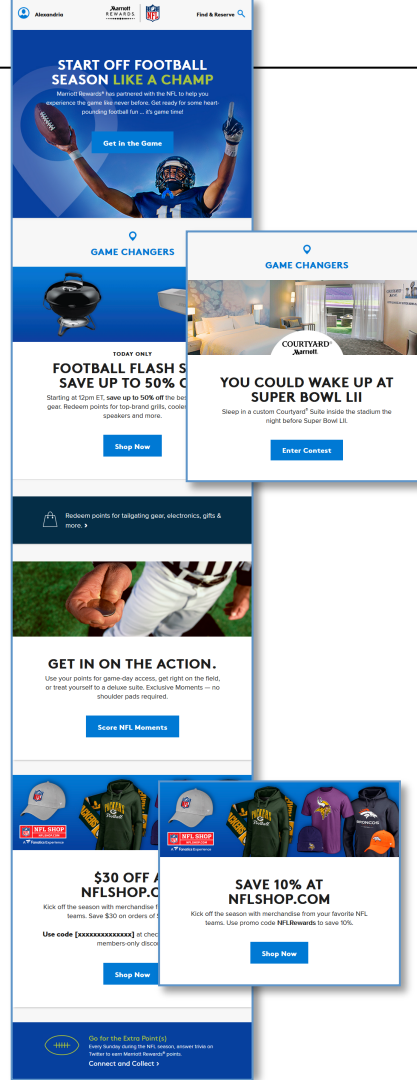
-16.7% vs. Program avg.

4.1%

CTO Rate

-59.4% vs. Program avg.

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



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

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

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

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

Other Recommendations:

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

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

Engagement

SL = Save up to 35% on resort vacations.

17.4%

Open Rate

-4.2 pts. vs. Program avg.

6.9%

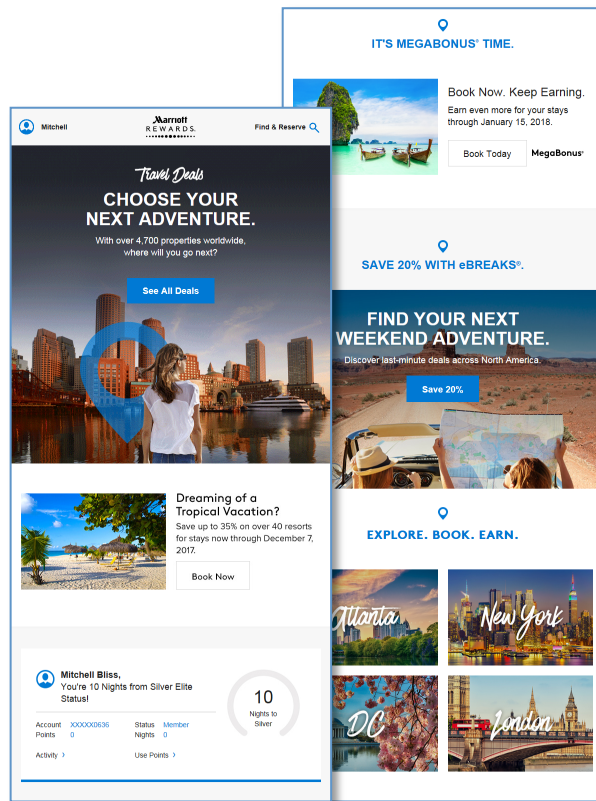
CTO Rate

-3.2 pts. vs. Program avg.

10.0%

Conversion Rate

+1.0 pts. vs. Program avg.



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

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

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

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

Consider lifting CTOR in future campaigns with...

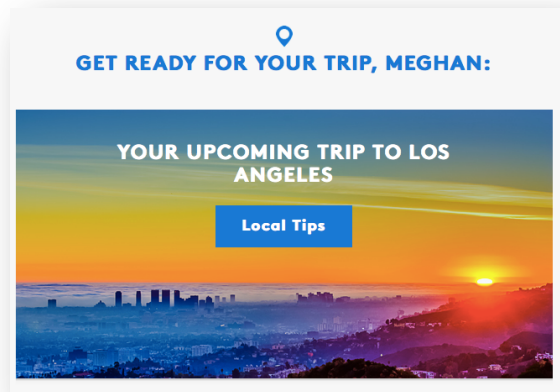
- Personalized destinations content (CEI module from eNews)
- An exclusive member offer

SEPTEMBER TESTING & OPTIMIZATION SUMMARY

- DESTINATIONS
- HOTEL SPECIALS
- ENEWS
- DRIVE BOOKING SOLO

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

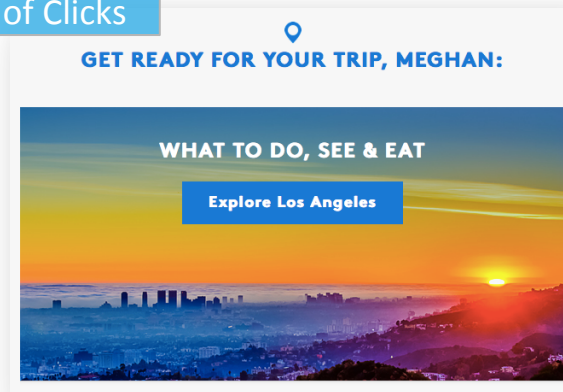
Control



VS.

Test

-50%
% of Clicks



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

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

Test #1 results:

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

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

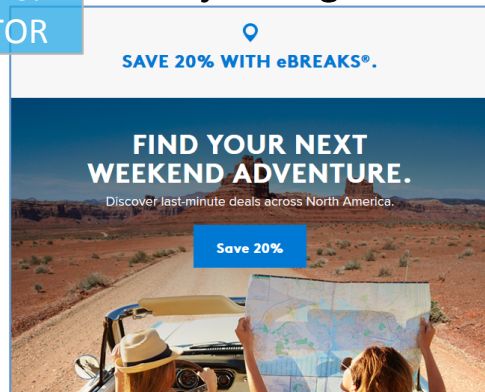
Recommendations:

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

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

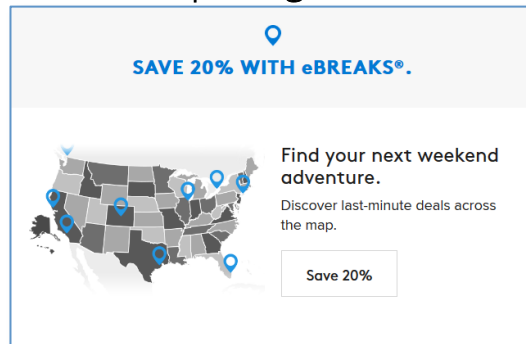
+120%
CTOR

Lifestyle Image



VS.

Map Image



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

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

Lifestyle version generated a higher CTO^r at the campaign & link level all 3 months

- 1.5% higher campaign-level CTO^r*
- 120% higher CTO^r*

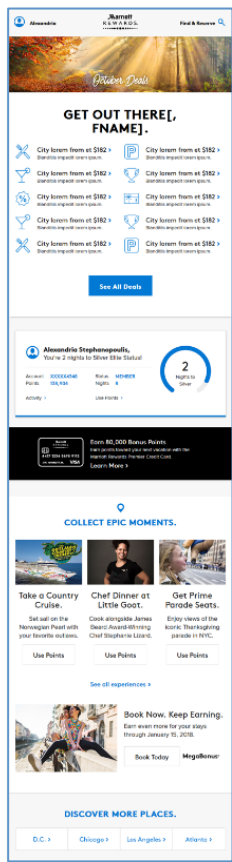
Future test recommendations:

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

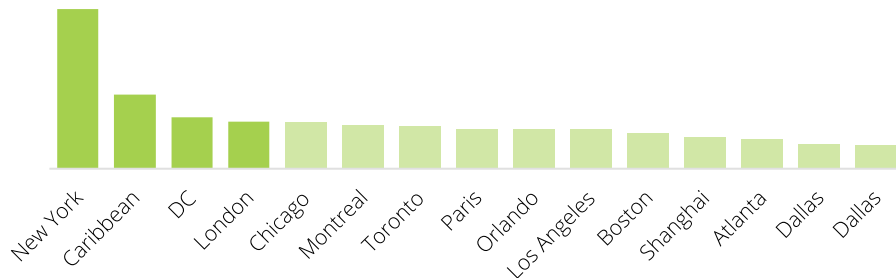
*Statistically significant

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

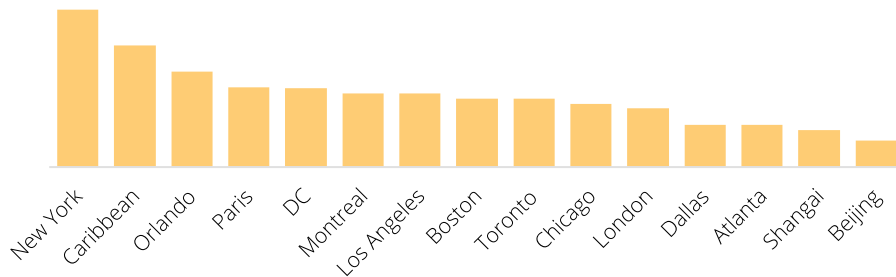
61.3% LIFT WITH HOTEL SPECIALS SMARTMATRIX TEST



OPTIMIZED IMAGES - CTOR



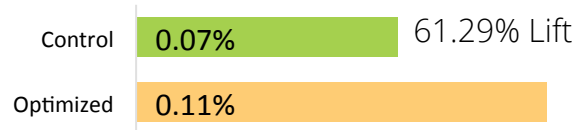
CONTROL IMAGES - CTOR



TOP 4 PERFORMING IMAGES

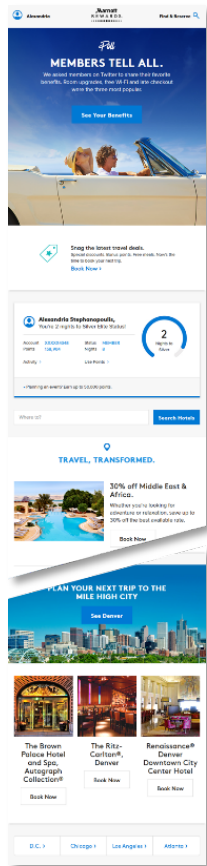
- 1 New York >
- 2 Caribbean >
- 3 D.C. >
- 4 London >

OPTIMIZED vs CONTROL LIFT

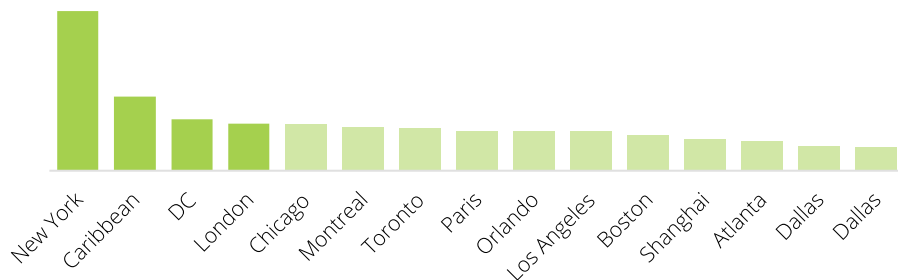


Segment	Opens	Clicks	CTOR	LIFT	STATISTICAL SIGNIFICANCE
Control	273,477	192	0.07%		
Optimized	1,810,367	2,050	0.11%	61.29%	99.9%

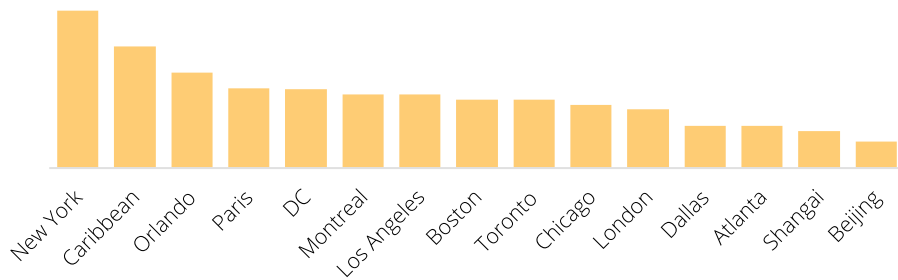
21.3% CTOR LIFT WITH ENEWS SMARTMATRIX TEST



OPTIMIZED IMAGES - CTOR



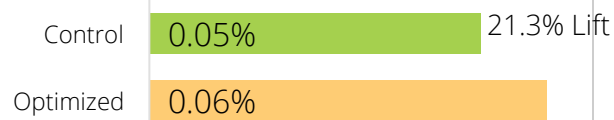
CONTROL IMAGES - CTOR



TOP 4 PERFORMING IMAGES

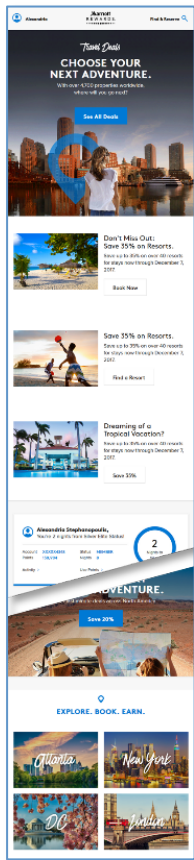
- 1 New York >
- 2 London >
- 3 Caribbean >
- 4 Paris >

OPTIMIZED vs CONTROL LIFT

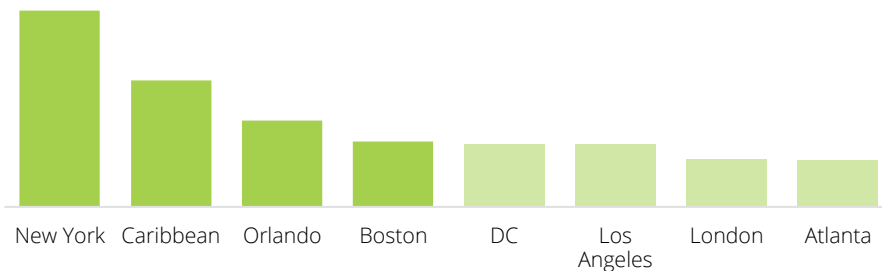


Segment	Opens	Clicks	CTOR	LIFT	STATISTICAL SIGNIFICANCE
Control	238,348	112	0.05%		
Optimized	1,584,270	903	0.06%	21.30%	98%

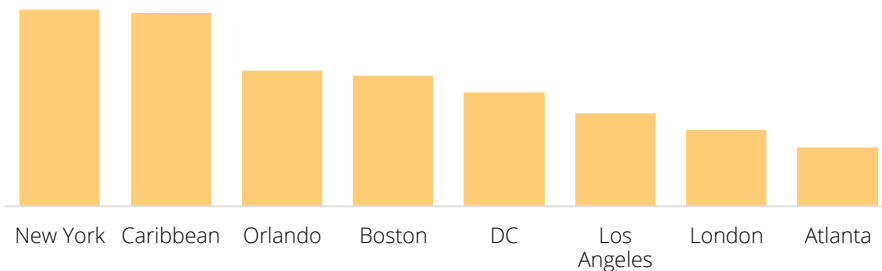
31% LIFT WITH DRIVE BOOKINGS SOLO SMARTMATRIX TEST



OPTIMIZED IMAGES - CTR



CONTROL IMAGES - CTR



TOP 4 PERFORMING IMAGES



OPTIMIZED vs CONTROL LIFT

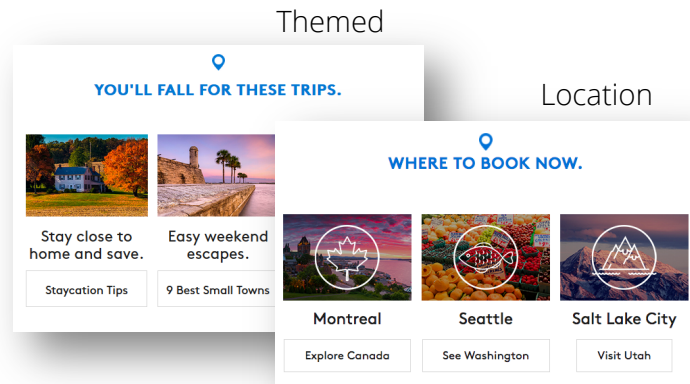


Segment	Opens	Clicks	CTOR	LIFT	STATISTICAL SIGNIFICANCE
Control	56,164	219	0.39%		
Optimized	443,823	2,267	0.51%	31.0%	99.9%

ACTIONABLE INSIGHTS

ENGAGEMENT AND BOOKING RECOMMENDATIONS

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



INDUSTRY INSIGHTS

EXPERIENCES

spg.moments

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

spg. National Preferred Guest

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

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

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

BID NOW

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

VIEW ALL MLB® MOMENTS >

spg.moments

The SPG Life is calling.

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

VIEW EXPERIENCES

Top feature shows members enjoying experience

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

Top of the class.

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

VIEW ALL

lifestyle.moments

Adventure awaits.

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

VIEW ALL

sports.moments

For the win.

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

VIEW ALL

concerts.moments

Tune in.

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

VIEW ALL

Incent Redemption

Hilton HONORS account login

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

points = more flexibility

now use nearly ANY combination of points & money to pay for your next stay - no blackout dates

explore

points = access

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

experience

points = guilty pleasures

use your points and enjoy spa days, shopping sprees, and more

discover

Hilton HONORS account login

explore the coral reefs of Thailand

view auction

jam with Blues Traveler frontman John Popper

view auction

see Lady Antebellum live in concert in Nashville

learn more

Electric Daisy Carnival VIP experience in Orlando

view auction

view more AUCTIONS

Hilton HONORS account login

tee off

in the Hilton Golf Championship Grand Final in Dubai

learn more

take the adventure trip of a lifetime to Zanzibar

learn more

McLaren-Honda VIP Experience in Abu Dhabi

view auction

indulge your taste buds at Conrad Algarve

view auction

see Lady Antebellum live in concert in Europe

learn more

view more AUCTIONS

HILTON PROMOTIONS & POINT OFFERS

Hilton 2X Point promotion registration reminder multivariate testing

Hilton HONORS account login

stay twice as **amazed** with **double points**

Be in the heart of it all and feel twice as inspired on every stay through December 31.

register in 1-click

Introducing even more ways to use your Points.

- Book with any amount of Points & Money.
- Pool Points with family and friends.
- Bid on exclusive experiences.

Hilton HONORS account login

stay twice as **amazed** with **double points**

Be in the heart of it all and feel twice as inspired on every stay through December 31.

continue

Introducing even more ways to use your Points.

- Book with any amount of Points & Money.
- Pool Points with family and friends.
- Bid on exclusive experiences.

Hilton HONORS account login

stay twice as **happy** with **double points**

on every stay through December 31.

sign me up

Introducing even more ways to use your Points.

- Book with any amount of Points & Money.
- Pool Points with family and friends.
- Bid on exclusive experiences.

Hilton HONORS account login

stay twice as **relaxed** with **double points**

You're signed up to earn Double Points on every stay through December 31. Start earning today!

continue

Introducing even more ways to use your Points.

- Book with any amount of Points & Money.
- Pool Points with family and friends.
- Bid on exclusive experiences.

Hilton HONORS account login

stay twice as **amazed** with **double points**

Be in the heart of it all and feel twice as inspired on every stay through December 31.

continue

Introducing even more ways to use your Points.

- Book with any amount of Points & Money.
- Pool Points with family and friends.
- Bid on exclusive experiences.

Incent redemption featured in footer:

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

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



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



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

Hilton HONORS account login

5K Points

are yours when you stay **2+** nights

get started

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

- Book a stay with any combination of Points and money starting at 5,000.
- Combine your Points with up to 10 family or friends with Points Pooling.

Introducing even more ways to use your Points.



Book with any amount of Points & Money.



Pool Points with family and friends.



Bid on exclusive experiences.

Here are 3 great ways to use your Triple Points



Redeem Points for reward stays with Points & Money



Use your Points to shop at Amazon.com



Pool Points with up to 10 family or friends

Hilton HONORS join now

3X points

are yours when you join Hilton Honors & complete a stay

let's go

Here are **3** great ways to use your Triple Points

- Redeem Points for reward stays with Points & Money
- Use your Points to shop at Amazon.com
- Pool Points with up to 10 family or friends

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

FALL SEASON

Hilton
HOTELS & RESORTS

VIEW OFFERS

Hilton Milwaukee City Center

Fall Special

Superior rooms starting at \$119 with parking & two drinks

BOOK NOW

CONRAD
HOTELS & RESORTS

VIEW OFFERS

NEVER JUST STAY. STAY INSPIRED.

Conrad New York

FALL ESCAPE

Seize a seasonal staycation with rates from \$341

BOOK NOW

IF YOU HAD 15/15 HOURS TO EXPLORE, WHAT WOULD YOU DO? #STAYINSPIRED #CONRAD15

HYATT
REGENCY SUITES

HYATT REGENCY SUITES

AND ALL AT ONCE, SUMMER TURNS INTO FALL

September is abundant with hearty vegetables, fragrant spices, and warm towel drinks that call for its bars, but together with family and friends - fall living and fall dining - to celebrate the season of plenty

SPECIAL OFFERS

KELI CAFE & TERRACE

Join us for an evening with traditional Brazilian inspired food and live entertainment in celebration of Oktoberfest! Saturday, 10 September 2017

GOVERNMENT

Our signature restaurant presents a contemporary menu that pairs with fresh ingredients and seasonal flavors, and a special happy hour for a variety of days. From 10-12

TEPPANYAKI

Enjoy a main course of Certified Angus Beefsteak in eye steak, prime mushrooms dressed with red wine reduction. Menu item: US\$80

215 CORNER

This month's pastry specials are:
Chocolate truffle \$2
Vanilla strawberry profiteroles \$3
Actual dinner prices \$17
Hed to 24 hour a day, 7 days a week.

18AGUA SPA

Delight in the delicious and fresh cranberry flavors that will leave your body revitalized.

CLUB ELAN

Start a healthy lifestyle goal for the whole family or yourself by purchasing a membership at Hyatt's Club Elan Fitness Center.

Red CARLSON

HL Midweek Acc. ending: 0001 Points: 10 Red Member

FALL SAVINGS

Celebrate the fall season with an escape. Whether you're looking to explore a new city or visit an old favorite, you can guarantee savings with our best rates.

START PLANNING >>

Red CARLSON

HL Midweek Acc. ending: 0001 Points: 10 Red Member

EXPLORE OUR LIST BELOW:

RADISSON HOTEL DENVER CENTRAL

Take a day trip to the world famous Aspen Colorado, named after its remarkable trees that turn a rich vibrant hue in the fall and adventures for its spectators.

Book now >

PARK INN BY RADISSON WILLIAMSBURG HISTORIC

Rise early and make your way toward the Blue Ridge Parkway, a 261-mile winding drive with the northern gateway at the Shenandoah National Park.

Book now >

Red CARLSON

HL Midweek Acc. ending: 0001 Points: 10 Red Member

COOL WEATHER, HOT SAVINGS

As the weather begins to change, Country Inns & Suites by Carlson® invites you to save 15% this fall on your stay or more nights through October 31, 2017.

BOOK NOW >>

Red CARLSON

HL Midweek Acc. ending: 0001 Points: 10 Red Member

EXPERIENCE THE CHANGING LEAVES

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

Red CARLSON

HL Midweek Acc. ending: 0001 Points: 10 Red Member

EXPLORE OUR LIST BELOW:

RADISSON BLU MINNEAPOLIS DOWNTOWN

A city break with a view. Take a day trip to Duluth and sit along the new for great fall scenery or spend the day in the historic downtown or at one of the local wineries or orchards.

Book now >

COUNTRY INNS & SUITES GATLINBURG

Visit the Great Smoky Mountains, home to over 100 miles of scenic roads and trails and over 1000 species of native trees putting on a breathtaking display of autumn's best colors.

Book now >

Red CARLSON

HL Midweek Acc. ending: 0001 Points: 10 Red Member

EXPLORE OUR LIST BELOW:

COUNTRY INNS & SUITES MARQUETTE

Rent a car and drive along 100 for views of waterfalls, Sandstone Lake Superior and the historic Marquette. Make a photo stop at Chapel Bouie.

Book now >

RADISSON HOTEL ALBANY

Travel to the Catskills for over 6,000 square miles of river systems and mountain peaks full of vibrant colors and see the winding roads of the Catskills.

Book now >

spg Starwood Preferred Guest

Savings to fall for.

Celebrate the fall season with an escape. Whether you're looking to explore a new city or visit an old favorite, you can guarantee savings with our best rates.

PLAN YOUR GETAWAY

1 Windy City weekends

With exclusive dining, championship sports, bars, and renowned music, Chicago will blow you away. **Let's Go >**

2 Discover the District

Washington D.C. is more than monuments and memorials. It's a city of history, culture, and shopping. There's something for everyone. **Learn More >**

3 Los Angeles is calling

Discover 1 A year's worth of fall savings, up to 15%. **Save Now >**

4 Las Vegas escapes

From charming, old-fashioned and classic action to upscale dining and shopping, your Las Vegas getaway is sure to be everything short of fabulous. **Explore >**

5 Canada turns 150

Come for the celebration, stay for the unexpected. Celebrate Canada's 150th birthday with a 150-day fall getaway. **Get Ready >**

A new season of inspiration.

Unforgettable moments don't happen often. Make lasting memories when you upgrade to a suite at one of our award-winning resorts. Plus, you'll save 10% on our best rates and earn 3,000 bonus Starpoints®.

EXPLORE NOW >

Fall city picks.

NAPA
Nestled amongst world-class wineries, Lake Tahoe, a Luxury Collection Hotel Napa Valley, provides a relaxing haven that makes the art of hospitality.

LET'S GO

SAVANNAH
Situated on the banks of the Savannah River with views of downtown, The Westin Savannah Harbor Golf Resort & Spa is the ultimate southern retreat.

LET'S GO

Ski into savings.

Book your ski season getaway by October 10 and enjoy our best rates in Val Mountain's, Thimble and more.

LEARN MORE >

Select your perfect getaway.

RELAX AT THE SPA
Take time to relax and recharge at the spa.

MOUNTAIN ACTIVITIES
Family-friendly vacations perfect for kids.

PLAY IN THE SAND
Soak up the most pristine beaches in Hawaii.

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

spg.resorts

New season, new adventures.

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

EXPLORE RESORTS

1 Crisp mountain air.

Whether your goal is a relaxing weekend or an adrenaline-fueled adventure, a mountain getaway is the perfect place to go for your next trip. **Discover >**

2 Luxury in Las Haciendas.

Experience Las Haciendas in Mexico, the legendary resort, offering timeless cultural escape with uncompromised luxury. **See More >**

3 Ski season dreaming.

So soon as you get around the corner. Plan ahead and book your winter mountain getaway to an all-inclusive resort. **See More >**

4 Epic Golf Getaways.

Help us give you a great year-long book of golf with your family from Hawaii to Costa Rica. Make the "big golf" getaway one you'll never forget. **See More >**

5 Spa retreats

Get back to your core and find tranquility of mind, body and soul with a getaway, where you can enjoy our most beautiful spa destinations. **Let's Go >**

PARTNER SUPPORT

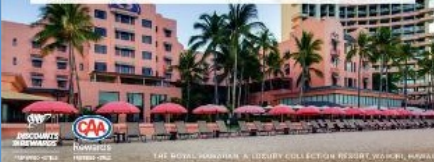
spg. Starwood Preferred Guest

**Your stay.
Your call.**

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

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

SAVE NOW



Hilton HONORS account login

just for you
check out our partner offers

share your opinion and earn
1,250 Bonus Points
eRewards

learn more

reward yourself with 500
Bonus Points
eMiles

learn more

earn points with one of our
many partners

learn more

earn up to 75k points
Terms Apply

learn more

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


FROM USD
\$104
PER ROOM PER NIGHT*

Hilton HONORS account login

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

let's go

Alamo Enterprise National


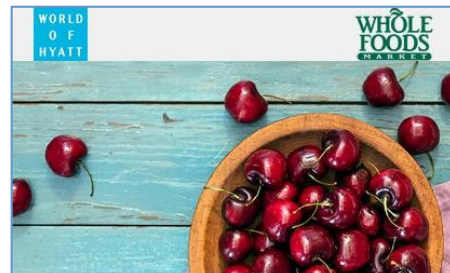


Hilton HONORS account login

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

let's go

Alamo Enterprise National

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


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

REGISTER NOW



WEEKLY/ WEEKEND DEALS

WORLD OF HYATT



You're one click away from a Weekend Getaway

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


[LET'S GO](#)

Hilton HONORS [account login](#)

nothing beats the perfect family

weekend

join the fun



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

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

Hampton [VIEW OFFERS](#)

Follow YOUR TEAM

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

[I'M READY](#)

REACH GREAT HEIGHTS WITH EMPIRE STATE BUILDING TICKETS

START EARNING 2X HILTON HONORS POINTS DURING YOUR NEXT STAY

[NEXT STEP](#)

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

SAVOR SACRAMENTO WITH \$25 TO RIO CITY CAFE

[NEXT STEP](#)

limited time offer

earn an **award night**

Hilton HONORS [learn more](#)

Plus, 100,000 Hilton Honors Bonus Points

Terms Apply Offer ends 10/4/2017

spg.hot escapes

LIMITED TIME OFFER

3 DAYS TO BOOK

SPG® MEMBERS UP TO 20%
NON-MEMBERS UP TO 15%


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

[SAVE NOW >](#)

W New York - Times Square

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

spg.hot escapes



Escape with weekly savings.

BOOK BY SATURDAY

- SPG® members save up to 20%
- Non-members save up to 15%

[BOOK THIS MINUTE](#)

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


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

MEMBER RATES

Abandoned Search

spg Starwood Preferred Guest

Trouble viewing this email? View it in your browser
To ensure you receive future e-mails, please add accuservice@starwoodhotels.com to your address book.



Book right here for SPG Member Exclusive Rates.

COMPLETE BOOKING

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

COMPLETE BOOKING > Learn about our SPG MEMBER EXCLUSIVE RATES >

Acquisition

Hilton HONORS

join now

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

join now

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

Plus, enjoy other instant benefits on every stay

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

Hilton HONORS

account login

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

book now


AlRayyan Hotel Doha, Curio Collection by Hilton

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

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

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

Club CARLSON



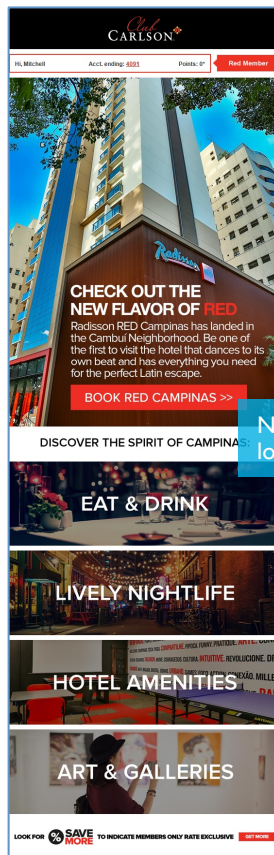
LOOK FOR % SAVE MORE TO INDICATE MEMBERS ONLY RATE EXCLUSIVE GET MORE

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

NEW LOCATIONS & RENOVATIONS

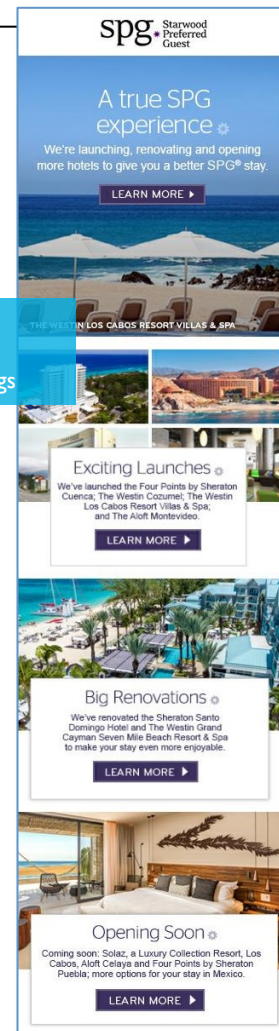


Previously booked location renovations and % discount



New property & locale draws

New properties, renovations, & upcoming openings



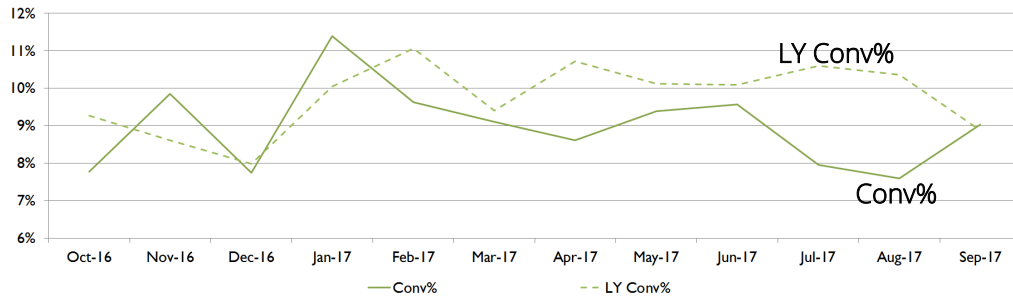
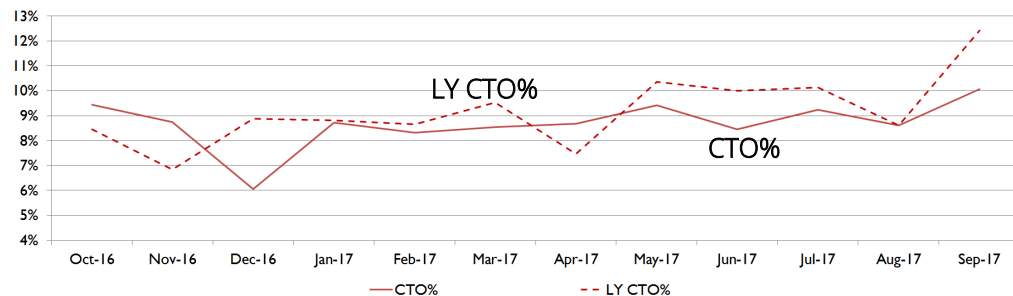
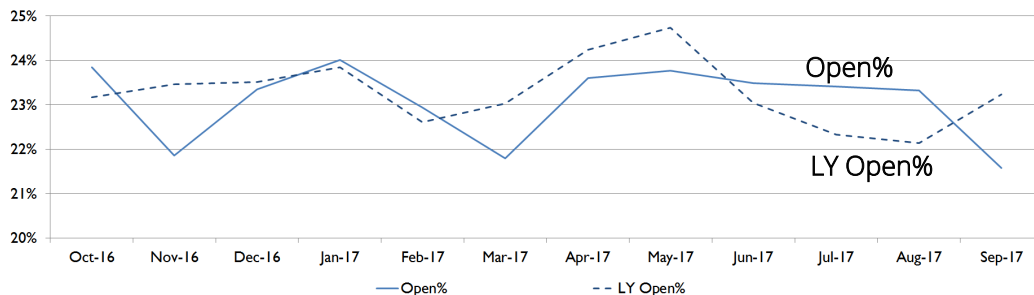


THANK YOU!



APPENDIX

CONV% UP 19% MOM AND 2% YOY



Open% was the lowest since Apr '13

CTO% was the highest since Sep '16

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

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

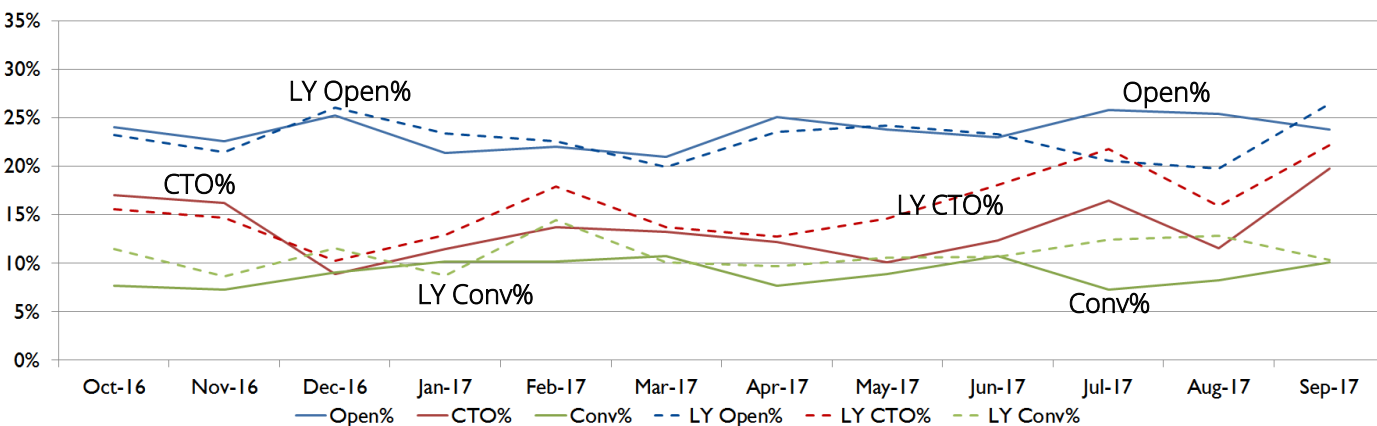
Note: Using EIR Financial Data

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

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

ADDITIONAL SEPTEMBER 2017 CAMPAIGN REVIEWS

SEP '17 ENEWS EMAIL KPI TRENDS



BPK was the highest since Sep '16

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

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

CTO% was the highest since Sep '16

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

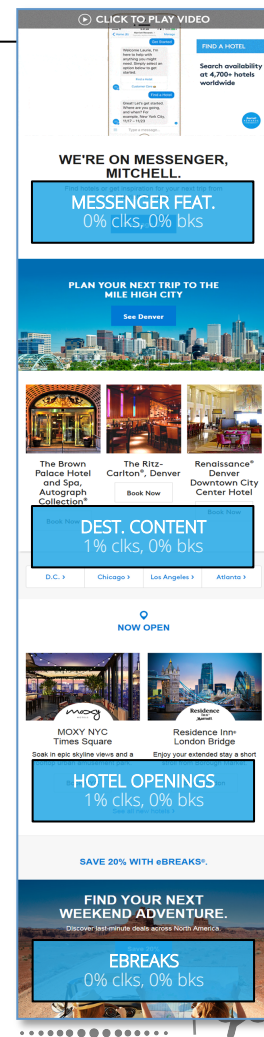
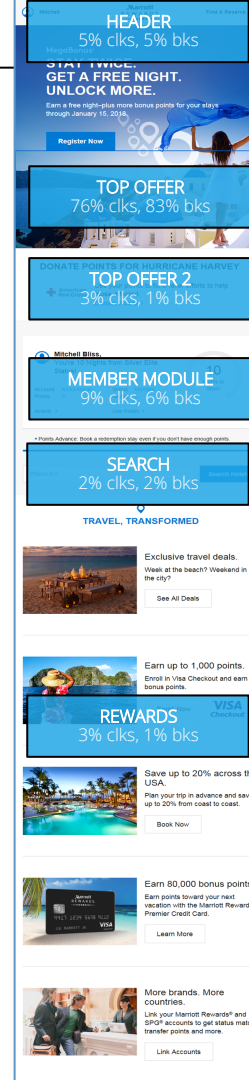
SEPTEMBER '17 ENEWS SECTIONS

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

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

Conv% was 25% above the 12-month avg

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



SEP '17 ENEWS DESTINATIONS PROPENSITY SECTION ANALYSIS


Dest. Prop. Delivered	Dest. Prop. % of Audience	Dest. Prop. Click%
Sep	40.2%	0.05%
Aug	40.4%	0.12%
Jul	40.6%	0.09%
Jun	41.0%	0.08%
May	41.6%	0.14%



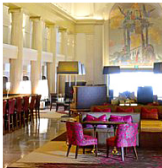
Destinations Propensity exposure and Click% were the lowest since first being featured in May; click engagement may have been cannibalized by MegaBonus top offer

Sep '17 eNews Dest. Propensity	Delivered	Click%
D.C	1.3 M	0.03%
NYC	1.3 M	0.09%
Atlanta	522.4 K	0.03%
San Francisco	340.8 K	0.06%
Phoenix	316.4 K	0.05%
Boston	288.0 K	0.06%
Chicago	276.1 K	0.04%
New Orleans	245.3 K	0.03%
Denver	219.2 K	0.03%
Miami	186.7 K	0.00%
Dallas	140.3 K	0.03%
Savannah	118.5 K	0.09%
Orlando	103.6 K	0.06%
London	44.9 K	0.18%
Caribbean	10.4 K	0.17%
Hawaii	7.4 K	0.22%
Italy	1.8 K	0.71%

HERO/CTA
35% clks, 35% bks

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









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

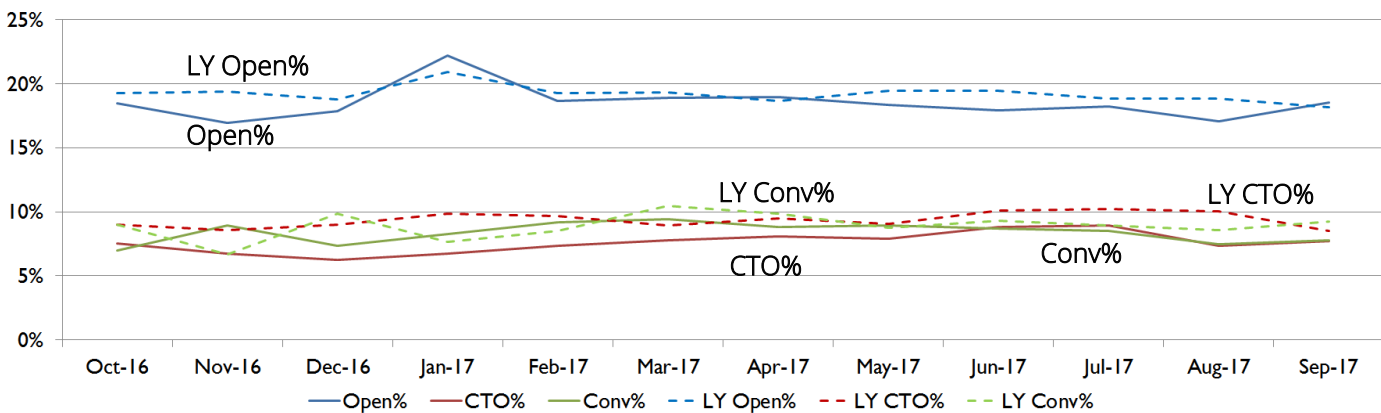
The Ritz-Carlton®, Denver
[Book Now](#)

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

PROPERTIES
65% clks, 65% bks

SEP '17 HOTEL SPECIALS EMAIL KPI TRENDS



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

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

Conv% was the 2nd lowest in 2017 to-date

SEP '17 HOTEL SPECIALS LINK ANALYSIS

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

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

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

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

Conv% was the 3rd lowest since Jan '16

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

Header
18% clks, 22% bks

October Deals

GET OUT THERE, MITCHELL.

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

FIELD OFFERS
59% clks, 52% bks

Beer tasting and lunch • up to 10,000 bonus points

Harry Potter from \$119 • includes Harry Potter gift • 20% off A Country Christmas • make lasting memories

See All Deals

Member Module
12% clks, 16% bks

MRCC Max Points
1% clks, 0% bks

COLLECT EPIC MOMENTS.

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

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

MOMENTS
3% clks, 1% bks

MIDDLE OFFER
2% clks, 5% bks

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

DEST. NAV BAR
1% clks, 1% bks

WE PICKED THESE JUST FOR YOU.

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

CURATED OFFERS
3% clks, 21% bks

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

EBREAKS
1% clks, 1% bks

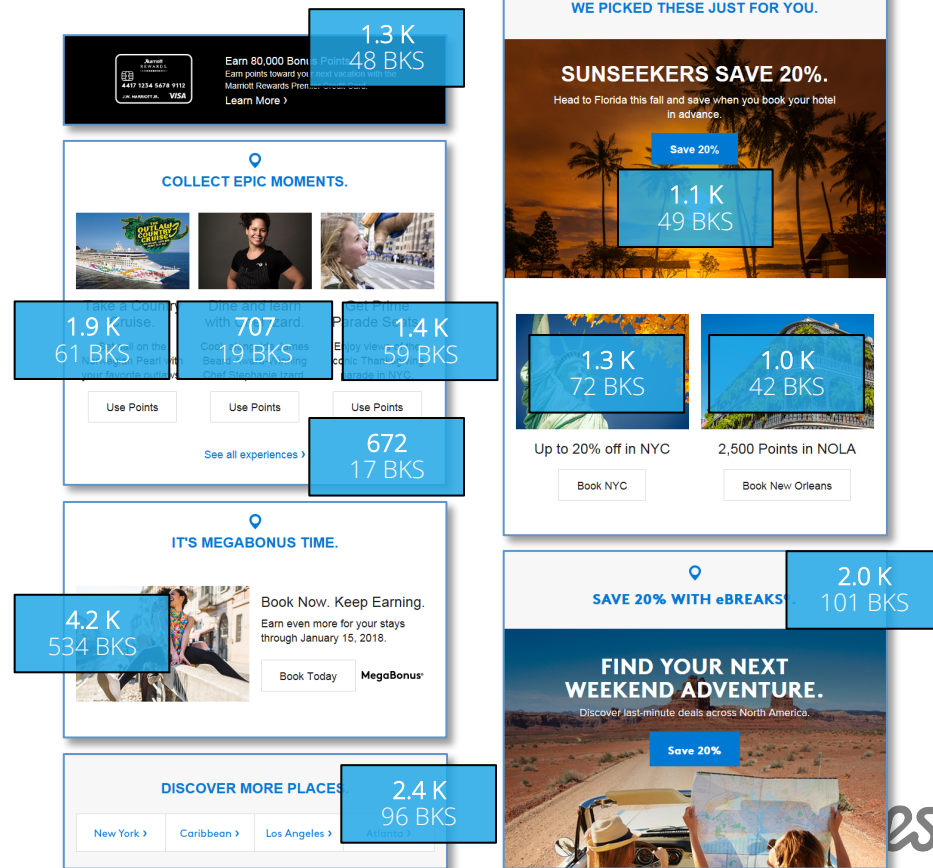
FIND YOUR NEXT WEEKEND ADVENTURE.
Discover last-minute deals across North America.

SEP '17 HOTEL SPECIALS LINK ANALYSIS

Observations

Most clicked content:

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



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

Hotel Specials Day of Week	Open%	CTO%
Aug '16 - Jul '17	18.6%	7.9%
Aug '17 + Sep '17	17.8%	7.5%
2017 Δ	-4.5%	-4.2%

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

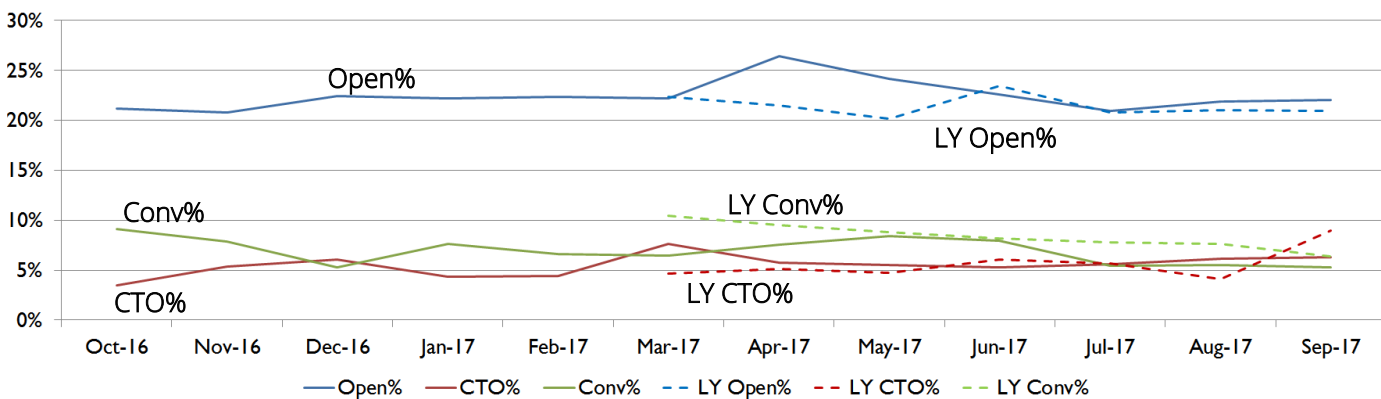
YoY, Aug + Sep Open% decreased 3.8%

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

YoY, Aug + Sep CTO% decreased 18.8%

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

SEP '17 DESTINATIONS EMAIL KPI TRENDS



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

CTO% was the 3rd highest since launch (Mar '16)

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

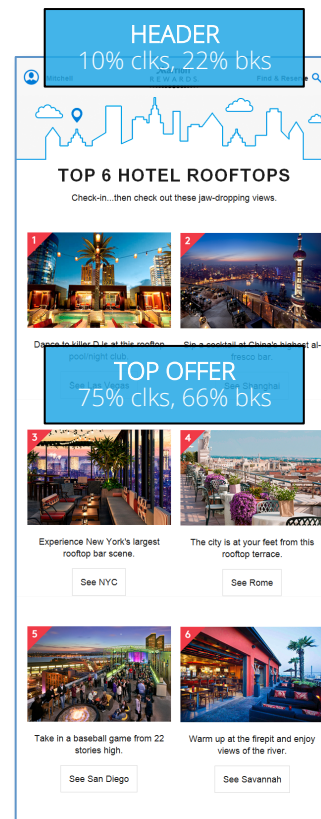
SEPTEMBER '17 DESTINATIONS LINK ANALYSIS

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

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

Conv% was the lowest since launch

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



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

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

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

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

CTO% was the 2nd lowest since Apr '16

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

Conv% was the highest since Jan '17

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

September '17 Launches of Note:

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

NFL KICK-OFF

All Mid & High Point

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

All High Point

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

Mid & High Point Elite

START OFF FOOTBALL SEASON LIKE A CHAMP
Marriott Rewards has partnered with the NFL to help you experience the game like never before. Get ready for some heart-pounding football fun... it's game time!

Get in the Game

GAME CHANGERS

FOOTBALL FLASH SALE SAVE UP TO 50% OFF
Starting at \$100 (11 save up to 50% off the last shipping gear. Redeem points for top-brand grills, coolers, portable speakers and more.

Shop Now

Redeem points for tagging gear, electronics, gifts & more.

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

Score NFL Moments

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

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

Shop Now

Use for the Extra Points!
Early booking rates for NFL games, season tickets and more. Use your Marriott Rewards® points to book and collect.

All Mid & Low Point

COURTYARD®
Marriott

YOU COULD WAKE UP AT SUPER BOWL LII
Sleep in a custom Courtyard® Suite inside the stadium the night before Super Bowl LII.

Enter Contest

All Mid & High Point

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

Score NFL Moments

Mid & High Point Basics

SAVE 10% AT NFLSHOP.COM
Kick off the season with merchandise from your favorite NFL teams. Use promo code NFL10wards to save 10%.

Shop Now

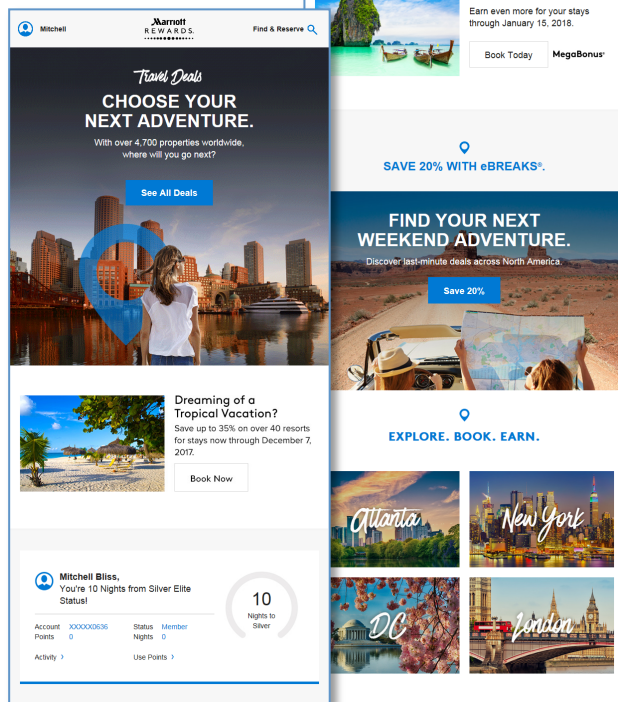
September NFL Solo was segmented into 6 segments based on points (low/mid/high) and status (basic/elite)

NFL Solo Open% decreased 21% MoM

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

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

DRIVE BOOKINGS



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

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

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

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

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

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

MB REGISTRATION CONFIRMATION

Engagement

57.1%

Open Rate

7.8%

CTO Rate

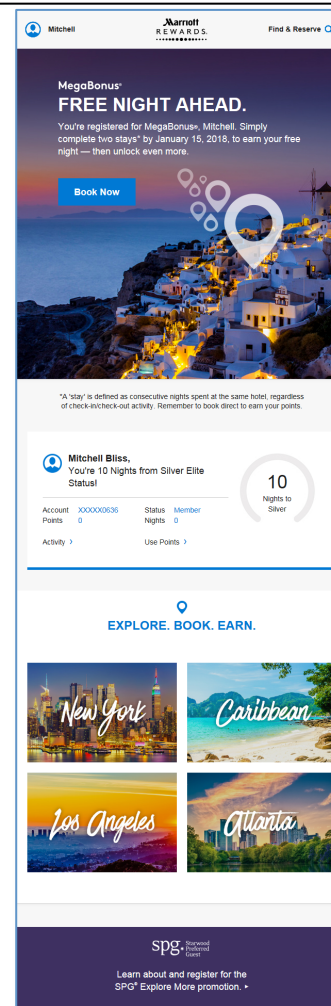
28.1%

Conversion Rate

12.5

BPK

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



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

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

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

CTO% was down slightly YoY

Conv% was above the previous 3 MegaBonus periods

MEGABONUS UNLOCK

Engagement

71.9%
Open Rate

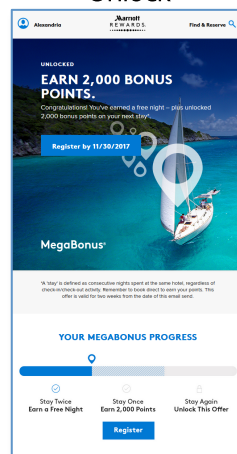
69.6%
CTO Rate

33.0%
Conversion Rate

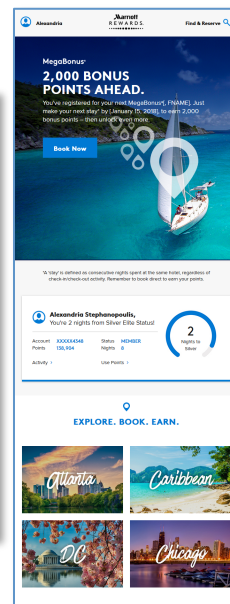
165.3
BPK

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

Unlock



Unlock Registration Confirmation



Above average engagement in unlock emails; combined results

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

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

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

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

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

Open% was the 3rd lowest since Sep '14

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

CTO% was the 2nd highest since May '15, but down 2% MoM

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

Conv% was the 2nd lowest since May '14

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

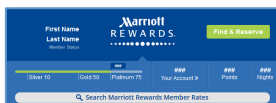
ELITE OFF-TRACK

Open rates below 2016 average

- Consider subject line test if continued declines

CTOR increased to 35% which is 83% above 2016

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



HOLD ON TO GOLD

We love welcoming you as a Gold Elite Marriott® member. As it stands your status the rules to try to keep

Alexandria: Stay **14** more nights (200 more) and keep your

Book

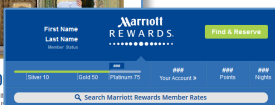
*Offer valid for your nights booked on Marriott

KEEP YOUR GOLD

zzz

Guaranteed Late Checkout

Complimentary Room Upgrade



KEEP YOUR PLATINUM ELITE STATUS

We love welcoming you as a Platinum Elite member and thank you for staying at Marriott® Hotels. As it stands your status may expire next year, but we're bending the rules to try to keep you at your current level.

Alexandria: Stay **20** more nights* in 2016 (normally you'd need 200 more) and keep your Platinum Elite Status next year!

Book Now

*Offer valid for your nights booked on Marriott from October 1 through December 31, 2016

HOLD ON TO THESE PLATINUM ELITE BENEFITS

zzz
Guaranteed Late Checkout



Exclusive Lounge Access

+50%

50% Bonus Points on Stays



HOLD ON TO GOLD ELITE STATUS.

We're bending the rules for you. (FNAME) Stay just [ex] more nights* in 2017 to keep your Gold Elite Status with this exclusive offer.

Book Now

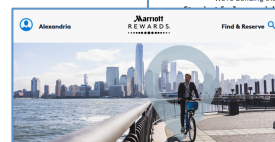
*Offer valid for your nights booked on Marriott from October 1 through December 31, 2017

ELITE BENEFITS.**



Complimentary Room Upgrade

25% Bonus Points on Stays



KEEP YOUR PLATINUM ELITE STATUS.

We're bending the rules for you. (FNAME) Stay just [ex] more nights* in 2017 to keep your Platinum Elite Status with this exclusive offer.

Keep Your Status

*Offer valid for your nights booked on Marriott from October 1 through December 31, 2017

HOLD ON TO THESE PLATINUM ELITE BENEFITS.**



Guaranteed Late Checkout



Complimentary Room Upgrade



50% Bonus Points on Stays