

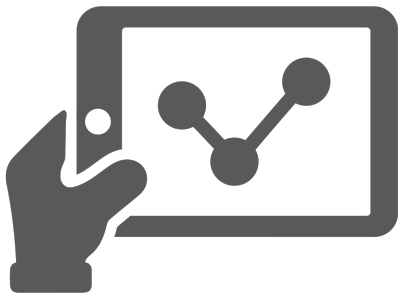


Q1 MARKETING PLAN

DEC 15TH, 2016

AMERICAS MARKETING OBJECTIVES

1



**Drive Top Line
With Marketing**

2



**Align with Brand and
Global Marketing to
Leverage Marriott's
Marketing Power**

3



**Transform
Marketing Support
for Hotels**

MARKETING GAP

Optimal Marketing Funnel Aligns with the Customer Purchase Path

OPTIMAL MARRIOTT MARKETING FUNNEL

AWARENESS

Brand, Portfolio, Enterprise Wide Upper funnel marketing is awareness and perception – this is where brand story telling takes place

CONSIDERATION TACTICAL DOLLARS TO DRIVE BUSINESS

Market-Wide Managed & Franchised Mid-funnel marketing "consideration mode" options, information and choices are presented

CONVERT

Hotel Specific Lower funnel converting into paying customers

CUSTOMER PURCHASE PATH

BROWSING

Customer considers brands based on brand perception and exposure

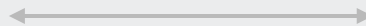
SHOPPING

Active evaluation and intent to buy focus is placed on travel to specific destination and trip occasions

BUYING

Customer selects hotel

Opportunity



OUR OPPORTUNITY



Increased Revenue



Increased 2+ Stays



Increased Rates



Increased Marketing Fees



Increase w/e Rev Par

CHANGING THE WAY WE **SPEND** OUR DOLLARS TO MEET OUR SHARED GOALS

OPTIMAL MARRIOTT MARKETING FUNNEL]

ALIGNS

[CUSTOMER PURCHASE PATH

AWARENESS

Brand, Portfolio, Enterprise Wide Upper funnel marketing is awareness and perception – this is where brand story telling takes place

BROWSING

Customer considers brands based on brand perception and exposure

CONSIDERATION

Market-Wide Managed & Franchised Mid-funnel marketing "consideration" e.g., Destination, Seasonal Needs, etc.

BY REALLOCATING AWARENESS DOLLARS INTO CONSIDERATION

WE ARE FOCUSING ON TACTICAL EFFORTS THAT CONVERT MORE BUSINESS AT BETTER RATES

WE CAN CONVERT MORE BUSINESS THROUGH M.COM

PUSH BOOKING DIRECT
FOCUS ON KEY DESTINATIONS
WHEN AND WHERE WE NEED BUSINESS

SHOPPING

Active evaluation and intent to buy focus is placed on travel to specific destination and trip occasions

CONVERT

Hotel Specific Lower funnel converting into paying customers

BUYING

Customer selects hotel

TO DRIVE MORE REVENUE TO ALL HOTELS = **INCREASED** MARKETING FEES

MARKETING STRATEGY FRAMEWORK

1. Market the Portfolio of hotels with tactical marketing plans that are guided by business needs
2. Digital 1st mindset while optimizing owned channels and connecting thru to the field
3. Invest in partnerships that drive group revenue and offer untapped transient opportunities
4. Evaluate, harmonize and integrate Luxury into Americas Marketing
5. Consolidate marketing messages around the most important business needs AND opportunities
 - **OWN** the Weekend
 - **OWN** the Destination
 - **OWN** Resorts
 - **OWN** Small Groups – especially Weddings and Amateur

LEVERAGE the best practices of MI and SW

ENSURE Brand engagement and pull thru

A LOOK AHEAD TOWARDS 2017....

Q1

Q2

Q3

Q4

BRAND BUILDING =
AWARENESS
FUNDED BY BRAND &
GLOBAL MKTG

CONSIDERATION =
TACTICAL MKTG

FUNDED BY NA
CARVE OUT

CONVERT = BUYING
FUNDED BY
FIELD MKTG & HOTELS

PORTFOLIO, GLOBAL, LOYALTY CAMPAIGNS

PORTFOLIO DEMAND DRIVING "MIDDLE FUNNEL" PLATFORM

SEASONAL CAMPAIGN	Q1 PROMO Destination & Resorts			Q2 PROMO eg, Spring Break			Q3 PROMO eg, Long Weekend			Q4 PROMO eg, Nat. holidays		
NATIONAL EVENTS/ OCCASIONS	18 US Destinations	6 CALA Destinations	9 Canada Destinations	Easter	Memorial Day	Fathers Day	Hot	4 th July	Labor Day	Thanksgiving	Hannukkah	Halloween
YEAR LONG AND NEED BASED ACTIVITY	Marriott Rewards	Book Direct	Resorts – Hot & Cold	Passover	Start of School	Graduation		Start School		Christmas	New Years Eve	Hanukkah
	Evergreen Book Direct Campaign											
	ALWAYS ON Destination (Key Market) and Trip Occasion (Girls Weekend) Campaigns AND Source Marketing											
	Social & PR											
	Partnerships											
	B2B Marketing											
	Hotel Display and Social											
	Hotel Local Promos											
	Hotel Paid Search & Referral											

Q1 MARKETING PLAN

Our Q1 Americas marketing plan will **HARMONIZE** the MI & SW promotional messages & paid media across **Destination-driven Weekends** and **Resorts** needs including Loyalty offer(s).

Note that the visual identity will remain **UNCHANGED** for leisure weekends & resort campaigns, Starwood group marketing campaigns, SPG Loyalty offers for SPG participating hotels. Additionally, the consumer path-to-purchase on SW and MI sites, microsites, landing pages & booking engines

CREATIVE STRATEGY

- Pull through “You Are Here” visual identify from Marriott Global Portfolio to create the Americas Marriott Portfolio demand generation
- Using 3rd party and 1st party data, deliver priority market and non-priority market creative with Member & non-Member version
- Support Member Rate Weekends, Resorts and Rewards Q1 Promo

MEDIA STRATEGY

- Media channels to focus on with Digital (paid search, display, social, radio) and Public Relations

Allocations:

- 80% of media buy on PRIORITY destinations
- 20% of media to LEAN IN where demand is strong and we can steal share
- Include 3 layers of source markets – drive, regional and international
- Align with Global Marketing & Digital Media COE to formulate a cohesive media plan that optimizes Marriott’s buying power and ensures we do not cannibalize messages

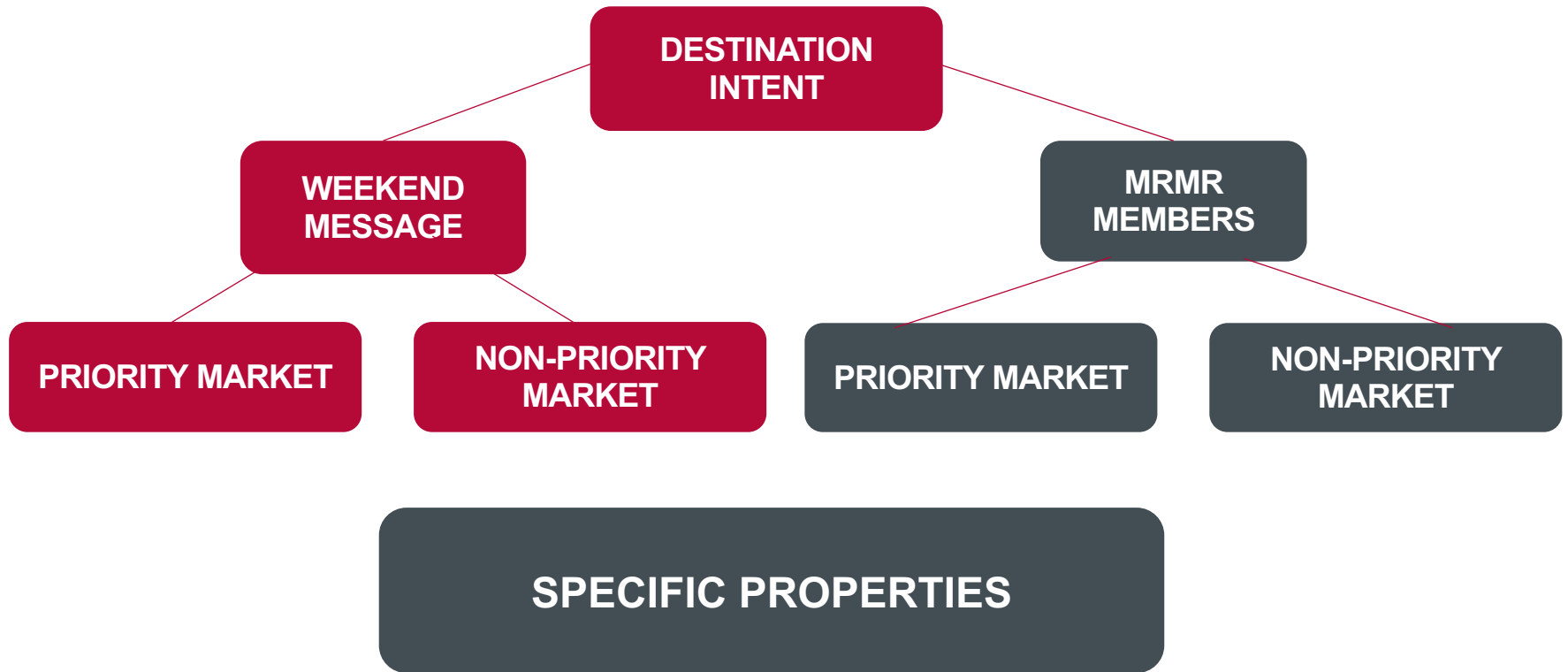
2017 BUDGET DEEP DIVE

Media/Channel	Amount	Q1	Q2	Q3	Q4
Total Display	\$ 3,850,000	\$ 1,155,000	\$ 962,500	\$ 1,155,000	\$ 577,500
Total Weekend Leisure Display	\$ 3,080,000	\$ 924,000	\$ 770,000	\$ 924,000	\$ 462,000
Weekend Leisure - Need Markets	\$ 2,464,000	\$ 739,200	\$ 616,000	\$ 739,200	\$ 369,600
Weekend Leisure - Demand Driven	\$ 616,000	\$ 184,800	\$ 154,000	\$ 184,800	\$ 92,400
Total Marriott Rewards	\$ 770,000	\$ 231,000	\$ 192,500	\$ 231,000	\$ 115,500
Total Radio (Digital)	\$ 1,000,000	\$ 300,000	\$ 250,000	\$ 300,000	\$ 150,000
Paid Social	\$ 200,000	\$ 60,000	\$ 50,000	\$ 60,000	\$ 30,000
PR	\$ 400,000	\$ 120,000	\$ 100,000	\$ 120,000	\$ 60,000
Paid Search	\$ 5,000,000	\$ 2,000,000	\$ 1,500,000	\$ 1,000,000	\$ 500,000
DIGITAL MEDIA TOTAL	\$ 10,450,000	\$ 3,635,000	\$ 2,862,500	\$ 2,635,000	\$ 1,317,500
TV	\$ 2,400,000			\$ 2,400,000	
Brand USA & USTA	\$ 750,000		\$ 247,500	\$ 247,500	\$ 255,000
CMN (Children's Miracle Network)	\$ 500,000		\$ 165,000	\$ 165,000	\$ 170,000
NCAA	\$ 7,000,000		\$ 2,310,000	\$ 2,310,000	\$ 2,380,000
Data Driven Partnerships	\$ 2,500,000		\$ 825,000	\$ 825,000	\$ 850,000
Canada MR initiatives	\$ 800,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
B2B - TBD	\$ 500,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
PARTNERSHIP/OTHER SUBTOTAL	\$ 14,450,000	\$ 325,000	\$ 4,664,500	\$ 4,664,500	\$ 4,796,000
TOTAL - Working Media	\$ 24,900,000	\$ 3,960,000	\$ 7,527,000	\$ 7,299,500	\$ 6,113,500
OTHER (Contingency, agency, SW Hold)	\$ 10,100,000	\$ 3,030,000	\$ 2,525,000	\$ 3,030,000	\$ 1,515,000
TOTAL - AMERICAS BUDGET	\$ 35,000,000	\$ 6,990,000	\$ 10,052,000	\$ 10,329,500	\$ 7,628,500

- Quarterly allocation: 30%, 25%, 30%, 15%
- Unbranded destination & branded search budgeted through Q2
- Non-member/Marriott Rewards allocation: 80%/20%
- Need market/Demand Driven allocation: 80%/20%
- Paid Search coverage is limited in 2nd half of '17
- Contingency/Agency/SW budget hold totals \$10.1M



DECISION TREE



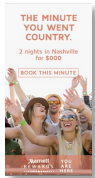
 No AAM Segments

 AAM Segments

CUSTOMER RETARGETING

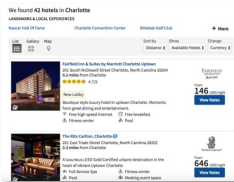
1

I am served a Portfolio Destination Banner



Portfolio

I click on the banner and am brought to [marriott.com](https://www.marriott.com) Destination Page



marriott.com

I don't book a hotel

I am retargeted with a incentive Portfolio message - MR

Portfolio Advertising

I am retargeted with a incentive Portfolio message - Best Rate

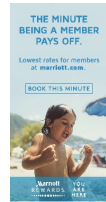
Portfolio Advertising

I am retargeted with Property message

Property Advertising

I am retargeted with a current Brand Creative

Brand Advertising

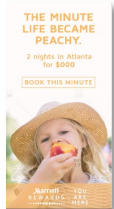


What it's testing?

- What is the most compelling incentive to book

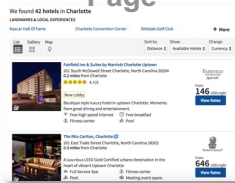
2

I am served a Portfolio Destination Banner



Portfolio

I click on the banner and am brought to [marriott.com](https://www.marriott.com) Destination Page



marriott.com

I don't book a hotel



What it's testing?

- Whether the Property or brand specific creative leads to an actual booking more frequently.

REPORT, REVIEW, REFINE

REPORTING REQUIREMENTS TO MEASURE SUCCESS:

- Transient Growth in all regions
- Weekend RevPar Growth
- Direct Bookings
- Marriott Rewards & SPG Sign-ups & Account Linkage
- 2+ Stays
- Campaign Specific ROAS
- Impressions

OUR COMMITMENT

1. Each Quarter we will publish the full media plan for US, Canada & CALA
2. Each Quarter we will report out overall results and brand specific results



America's Marketing
Quarterly Report

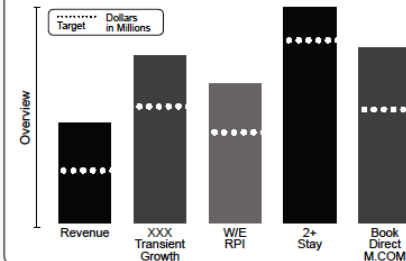
Published — 1.1.17
By — Sequis Dolupta
Date Range — Jan 2017 — March 2017
Regions — Prestotatur
Brands — Autas Pernate

Marriott
INTERNATIONAL

Executive Summary

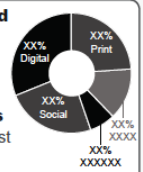
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Top 5 KPIs — Name sinia ne et occatiam fugiat sequis



Media Spend

US: \$XXM
CALA: \$XXM
CAN: \$XXM



Top Regions

Pacific NorthWest
Miami Beach
Chicago

CREATIVE IN MARKETS

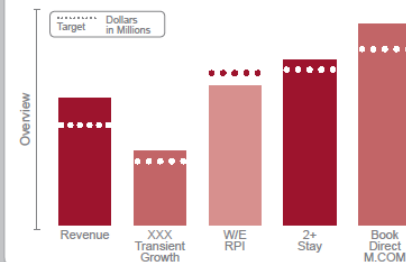
XX Awareness
XX Property
XX Partnerships

Marriott
HOTELS & RESORTS

Executive Summary

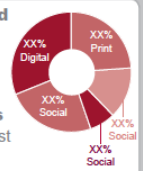
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Top 5 KPIs — Name sinia ne et occatiam fugiat sequis



Media Spend

US: \$XXM
CALA: \$XXM
CAN: \$XXM



Top Regions

Pacific NorthWest
Miami Beach
New York

CREATIVE IN MARKETS

XX Awareness
XX Property
XX Partnerships