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He is an authority on consumer behavior and marketing, with a focus on digital and direct marketing. He is currently developing course material on Big Data in Marketing.

He led the HBS Executive Education program in Digital Marketing and taught the elective MBA course, Digital Marketing Strategy.





The program was launched with an “everyone is a winner” sweepstakes offering each hotel guest an opportunity to win, everything from a cruise to a free drink.



Introducing Hilton's Million Dollar Thank You

No one says “thank you” like Hilton with millions of dollars in instant gifts from United, TWA, Hertz and Cunard

You've already won! Hilton wants to say “thanks a million” to someone special—you, our guest. That's why we're giving away millions of dollars in gifts. You get a gift every time you visit. It's as simple as that. There are no points to collect or keep track of.

Finding out what you've won is equally simple. Just peel open the gift card you get at the check-out counter...and your gift is revealed instantly.

Wake up to some really big gifts

We will be giving away over 30 different travel gifts—including some really big gifts.

Like a year's free travel for two anywhere in the U.S. on United Airlines. So you can fly the friendly skies to Hawaii...California...Florida...any of the 50 states as often as you want.*

Or you can win a year's free travel for two to any TWA destination*. Imagine going to London or Paris or Rome just for the weekend...virtually any weekend!

There are gifts of a year's free stays at Hiltons. And you can even set sail for the luxury of a bygone era with deluxe cruises for two to Europe on Cunard's QE2**

Plus enjoy other not so little gifts

We'll also say “thank you” with many other valuable travel gifts like discounts and upgrades on Hertz, United and Cunard. And free dinners, discounts and upgrades at our participating hotels.

Of course, there is a catch: you have to visit one of the best hotels in the country to qualify. A Hilton. Where you can expect to be pampered, indulged, spoiled and pleased.

And then you can expect a gift. It's just our way of saying thanks a million. To every guest. Every day.

*Some travel restrictions do apply. For a complete list of restrictions and gifts, see the Award Brochure available at the front desks of all participating Hilton Hotels.

**The QE2 is registered in Great Britain.



Hilton HHonors – The Launch



Each Guest completed a guest profile, providing data on # of business trips, # of hotel nights, along with participation in airline and hotel loyalty programs.

How to check-in to Hilton... and check-out with an instant gift every time you visit

1. Visit any participating Hilton and pick up this Million Dollar Thank You Brochure.
2. Complete the Guest Profile in the brochure.
3. When you turn in your completed profile at the check-out counter, you'll receive a gift card for each night of your visit.
4. Peel open your gift card and see what you've won. Procedures for redemption of your gift can be found on the gift card and in the Award Brochure. (Brochure is available at the front desk of any participating Hilton.)

Your Million Dollar ID Card... what it is and why you should keep it

By retaining this ID Card, you won't need to complete another Guest Profile during your next Hilton visit in order to receive gift card(s). All you'll have to do is show your ID Card to the front desk staff at the check-in counter.

More "Thank You's" are on the way very soon
This Million Dollar Thank You is just the beginning of a much richer

program of guest privileges and rewards we will be introducing later this year.

By completing the brief Guest Profile that's attached, you'll help ensure that the guest program we're introducing meets your needs. You'll also enable us to send you more details about our new program—in advance of the general public. Even better, you can get started in this new program today. Simply keep your Million Dollar ID Card to identify yourself every time you visit a participating Hilton.

No one leaves Hilton without a thank you

For over 60 years Hilton has come to symbolize the finest in lodging, location, cuisine and service. Today this tradition lives on...with our Million Dollar Thank You. It's one more way to prove our commitment that "No one leaves a Hilton without a thank you."

So be an instant winner today—compliments of Hilton. Just hand your completed Guest Profile to the cashier at the check-out counter. Peel open your card. And discover your Thank You gift.



Your Million Dollar ID Card and million plus reasons to use it

It's your instant entry to Hilton's Million Dollar Thank You in instant gifts. By presenting this card to the front desk staff at the check-in counter, you won't have to fill out another Guest Profile to receive your next gift card.

HILTON'S MILLION DOLLAR ID CARD



Signature _____
008312074

GUEST PROFILE

☐ MR ☐ MRS ☐ MISS ☐ MS ☐ DR

First Name _____ MI _____ Last Name _____ Suffix _____

Title (If using Business Address) _____

Company Name (If using Business Address) _____

Home or Business Address _____ Apt. No. or Suite _____

City _____ State/Province _____ Zip _____

Country _____ Home Zip Code (If not provided above) _____

Home Phone _____ Business Phone _____

HOTEL USE ONLY

Folio Total _____ Cashier's Initials/Date _____

Number of Nights _____ 008312074

Number of Cards Issued _____

1. Total Number of Business Trips taken by air in 1986: _____

2. Total Number of Nights stayed in hotels in 1986: _____

3. Which airline frequent flyer programs are you currently an active member of: (Please check all that apply and then circle the one program you use most frequently.)

- ☐ United ☐ American ☐ Delta
☐ TWA ☐ Eastern ☐ Continental
☐ U.S. Air ☐ Western ☐ Pan Am
☐ Northwest ☐ Piedmont
☐ Other _____

4. Which hotel frequent guest programs are you currently an active member of: (Please check all that apply and then circle the one program you use most frequently.)

- ☐ Holiday Inn ☐ Hyatt ☐ Intercontinental
☐ Marriott ☐ Ramada ☐ Radisson
☐ Sheraton ☐ Stouffer
☐ Other _____

5. Have you completed a Guest Profile before?

- ☐ Yes ☐ No

Hilton HHonors – Looking Back



- 500,000 Hilton guests completed a “Million Dollar a Day” Sweeps profile
- The cost of the promotion was \$500k, including reward costs.
- 250,000 hotel guests with desired hotel stay frequency were invited to join Hilton HHonors as charter members
- Marriott responded with magazine ads positioning Hilton, a late entrant, as #2
- The program has evolved over the 30 years, with an slowly evolving strategy
- "Double Dipping" was institutionalized
- Rewards were fully funded as earned
- Success was measured in incremental stay revenue using on-going research

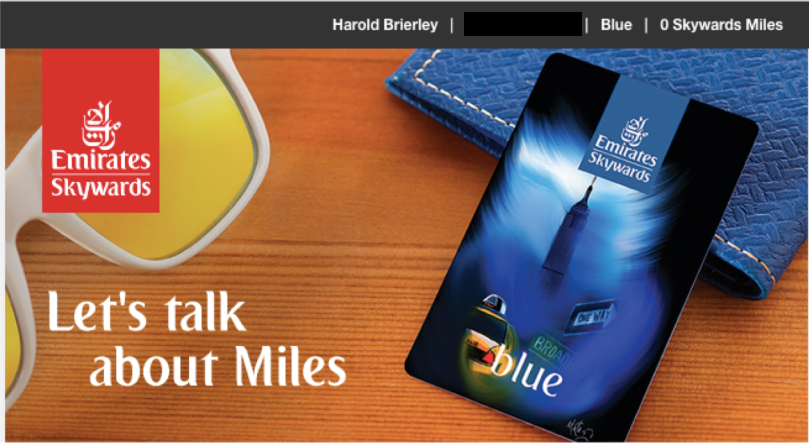




Onboarding New Members



Emirates Airline does an excellent job onboard members into a complex program over the course of three weekly emails



Hello Harold,

Now that you're an Emirates Skywards member, the first thing we'd like to tell you more about is Miles - what they are and how easy it is to earn them.

You can earn two types of Miles: Skywards Miles and Tier Miles. They both make your travel experience more rewarding, but in different ways. We've compared them below so you can get to know more about them.

Your Emirates Skywards account

Name
Harold Brierley

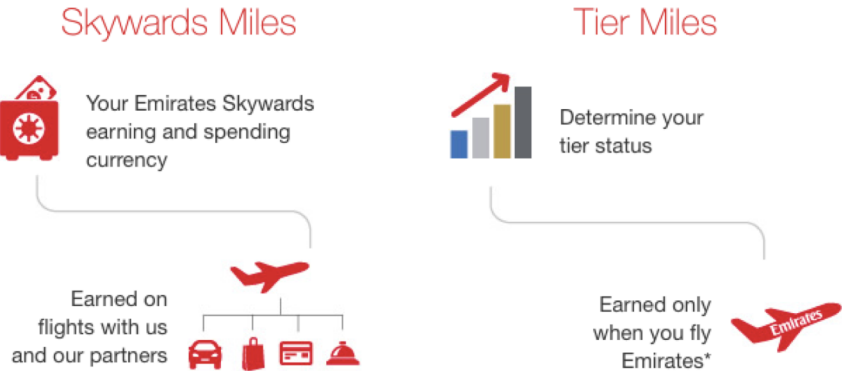
Membership Number
Blue

Skywards Miles Balance
0
as of 20.07.2018

[Log In](#)

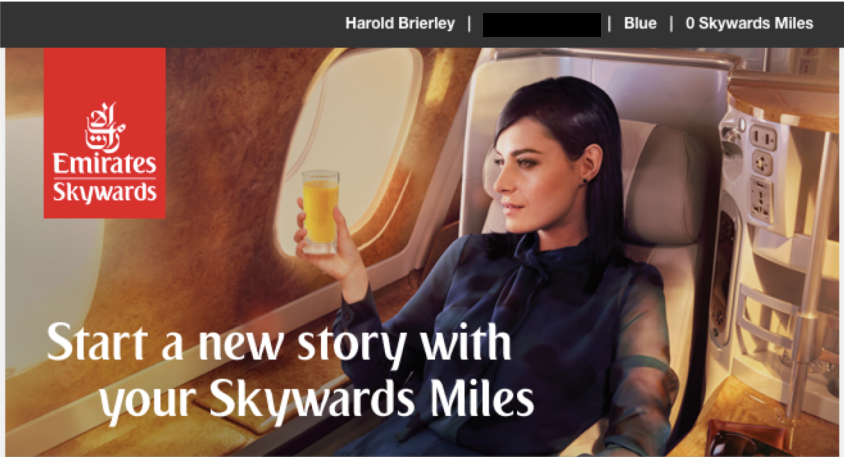
In the first email, Emirates explains the differences between two types of miles and highlight the ways to earn each

What's the difference between Skywards Miles and Tier Miles?





To overcome complexity, Emirates continues their onboarding with a second message showcasing the various ways to use your miles



Hello Harold,

In our last email, we talked about Miles and how easy it is to earn them. Now we want to tell you about the most exciting part of earning Skywards Miles – spending them on rewards.

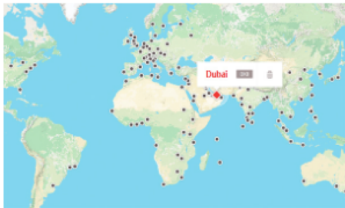
You'll find plenty of inspiration here. From flights and upgrades to hotel stays, concert tickets and day trips, you've got more choice than ever when it comes to choosing your rewards.

Your Emirates Skywards account

Name	Harold Brierley
Membership Number	Blue
Skywards Miles Balance	0 as of 20.07.2018

Log in

While free flights and upgrades are the lead benefits, they highlight many ways to redeem miles



Flight rewards start from 15,000 Skywards Miles. Fly anywhere across

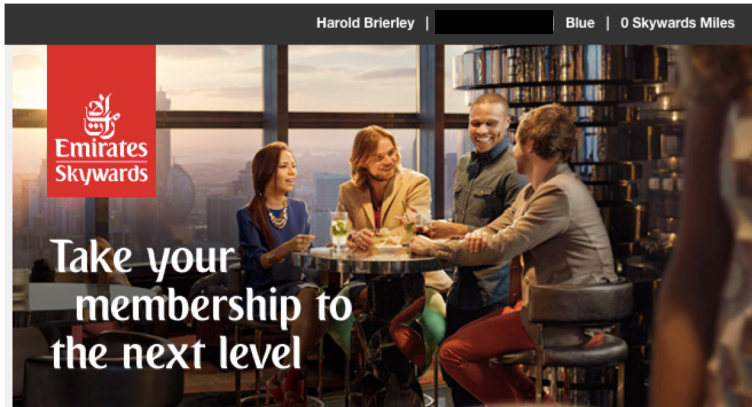


Upgrade your flight* from just 9,000 Skywards Miles. Book in advance, or

<p>Travel locally with one of our partner airlines</p>	<p>Enjoy a relaxing stay at selected hotels</p>	<p>Book day trips and more with our lifestyle partners</p>
<p>Get tickets to concerts, sport events and more</p>	<p>Buy vouchers for family and friends</p>	<p>Plan a road trip with our car rental partners</p>



In a third email, they explain the benefits and requirements of having status



Hello Harold,

Last time, we looked at your choice of rewards when it comes to spending your Skywards Miles. Now, we want to focus on the extra benefits you can look forward to as you move up through our four Emirates Skywards membership tiers.

Your rewards start from the moment you join, but there's much more to enjoy beyond Blue. The more you fly with us, the higher your status. And each time you reach a new tier, you'll be rewarded with more Skywards Miles and more exclusive travel benefits.

Your Emirates Skywards account





Name
Harold Brierley

Membership Number
Blue

Skywards Miles Balance
0
as of 20.07.2018

[Log in](#)

This message is important, but less important for new members than earning and redeeming

Your current status	25,000 Tier Miles or 25 qualifying flights*	50,000 Tier Miles or 50 qualifying flights*	150,000 Tier Miles
			
Blue	Silver	Gold	Platinum
All the benefits of Blue, plus:	All the benefits of Silver, plus:	All the benefits of Gold, plus:	All the benefits of Platinum, plus:
<ul style="list-style-type: none">+ Fly for less with Cash+Miles+ Priority waitlist for fully booked flights	<ul style="list-style-type: none">+ Lounge access in Dubai+ 25% more Skywards Miles on all Emirates flights	<ul style="list-style-type: none">+ 16kg extra baggage allowance**+ 50% more Skywards Miles on all Emirates flights	<ul style="list-style-type: none">+ Complimentary Gold status for a friend or family member+ 75% more Skywards Miles on all Emirates flights