



EMEA: End of Year Analysis

June-October 2020

23 November 2020

MEETING AGENDA

1. Analysis Approach
2. Key Storylines
3. Audience Insights
4. Email Performance Insights
5. Most Engaging Solo & METT Content
6. Next Steps

ANALYSIS APPROACH

- Market level analysis and insights provided for Tiers 1, 2, and 3 on emailable audiences & email performance

Tier 1

- (GB) United Kingdom, (IE) Ireland
- (AE) United Arab Emirates
- (DE) Germany, (AT) Austria, (CH) Switzerland

Tier 2

- (ES) Spain
- (FR) France
- (SA) Saudi Arabia
- (ZA) South Africa

Tier 3

- (IT) Italy
- (RU) Russia
- (TR) Turkey
- (QA) Qatar
- Benelux: (NL) Netherlands, (BE) Belgium, (LU) Luxembourg
- (PL) Poland
- (EG) Egypt
- Scandinavia: (NO) Norway, (SE) Sweden, (DK) Denmark

- Data on emailable audiences was grouped by tier, country, language, member level, and point balances
 - Points were grouped into the following ranges: 0 | 1 - 5,999 | 6,000 - 24,999 | 25,000 - 79,000 | 80,000+
 - Point balance data was pulled on 20/11/2020
- Email campaign data was grouped by tier, country, language, campaign type, and member level
 - Reporting time period is June - October 2020 compared to the same time period in 2019
- Analyzed the best performing content among all drive market solos and METT emails
 - For METT, we focused on the emails with the highest delivered volumes & best open and click rates for each market

KEY STORYLINES

- Basics make up 80-90% of emailable audiences
- Basic members occupy the lower point balance ranges, while Elites make up most of the upper ranges
- Some regions have strong language counts in Arabic and Chinese that help guide future localization efforts
- Most markets delivered fewer emails YoY
- Open rates increased in most markets, resulting in click-to-open rate (CTOR) declines; this was consistent for all members levels with slight differences with Basics and Non-members
- Consistent bookings declines overall across tier 1 - 3 markets, but Solos had the least decline of all emails
- Welcome back offers were among the most engaging in Solos and METTs; placement didn't matter in some Solos
- Personalized modules that pulled in destinations and starting rates captured clicks

Tier 1:

- (GB) United Kingdom + (IE) Ireland
- (AE) United Arab Emirates
- (DE) Germany + (AT) Austria and (CH) Switzerland

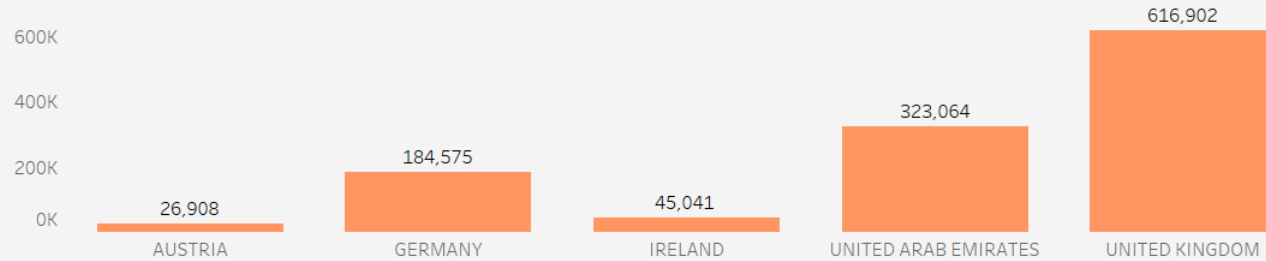
Audience Insights: Tier 1

- 1.3M members and non-members are emailable; split is 83% Basics, 6% non-members, and 11% Elite
- Continue to grow the emailable database; consider doing email collection incentives and/or email appends
- Language counts are high for: ENG, BEN, GER, and ARB
- 75% or 933K emailable members have less than 6,000 points
- Basic members make up over 72% of the low point balance audience
- Noticeable difference in point balances for Gold to Ambassador members; over 70% have 80,000+ points
- Consider targeting messages by point balance to increase engagement:
 - **0-24.9K points:** encourage earning through redemption education, especially for newer members
 - **25K-80K+ points:** encourage point redemptions

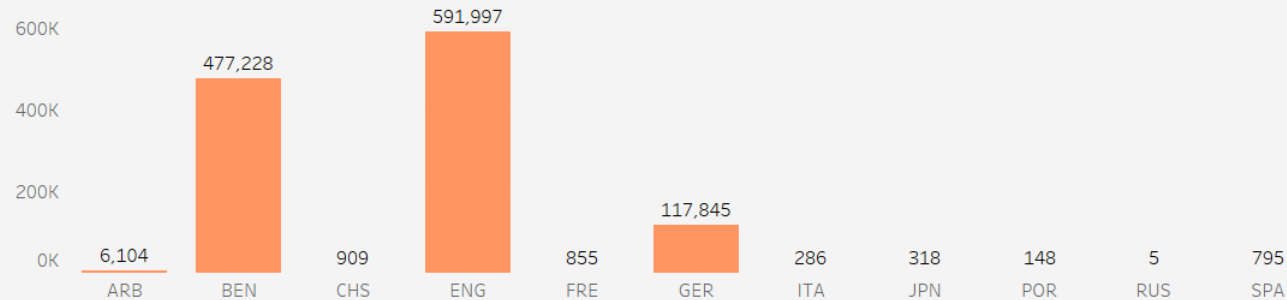
Audience Comparisons: Tier 1

AUSTRIA GERMANY IRELAND UNITED ARAB EMIRATES UNITED KINGDOM

Emailable Audience



LanguageComparison



Performance Insights: Tier 1

- Delivered 29.6M emails June through October; delivery counts were down YoY across all markets
- UK made up 48% of delivered emails, followed by UAE at 24% and Germany at 15%
- Open rates were up for all markets, with increases ranging from 2 to 5 pts.; rates increased for all languages
- CTORs were -1.4 pts. below previous year rates, which may have been impacted by the increase in open rates
- Most open and click rates increased for members & non-members, but Basics consistently had click rate declines
- Overall, subscribers were engaged in communications as unsubscribe rates declined

Performance Insights: Tier 1

- Bookings were down for all countries, with some markets having deeper declines than others
- Consider tracking recent stayers vs. non-recent stayers to better understand email engagement
 - Learnings can inform future testing and versioning
- Solos made up 45% of emails delivered, driving overall engagement and financials (13.4M total, +33% YoY)
 - Solo open rates were +4.5 pts YoY and CTORs were +0.7 pts YoY
 - Category generated 1,781 bookings, -2.7% YoY; it was the lowest YoY decline compared to all other email categories
- Drive solos made up 46% of Solos and 67% of revenue for this time period
- 3.9M METT emails were delivered and was -20% YoY, but open and click rates remained strong with increases of 2.4 pts and 1.4 pts, respectively
 - Generated 456 bookings, +14% YoY

Tier 1 Markets:

- **United Kingdom**
- **Ireland**
- Germany
- Austria
- Switzerland
- United Arab Emirates



IRELAND UNITED KINGDOM

Email Audience

661,943

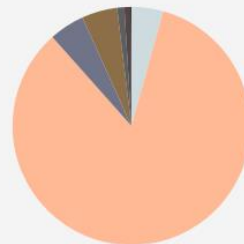


Languages

ENG	334,914
BEN	325,146
FRE	314
GER	350
SPA	406
CHS	410
ITA	123
JPN	135
POR	69
ARB	76

Level

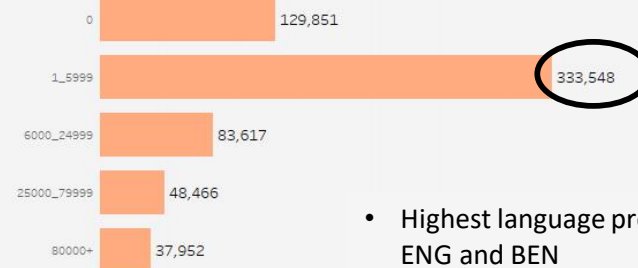
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	4.3%	28,509
Basic	84.1%	556,854
Silver	4.8%	31,870
Gold	4.8%	31,866
Platinum	1.0%	6,526
Titanium	0.8%	5,421
Ambassador	0.1%	897

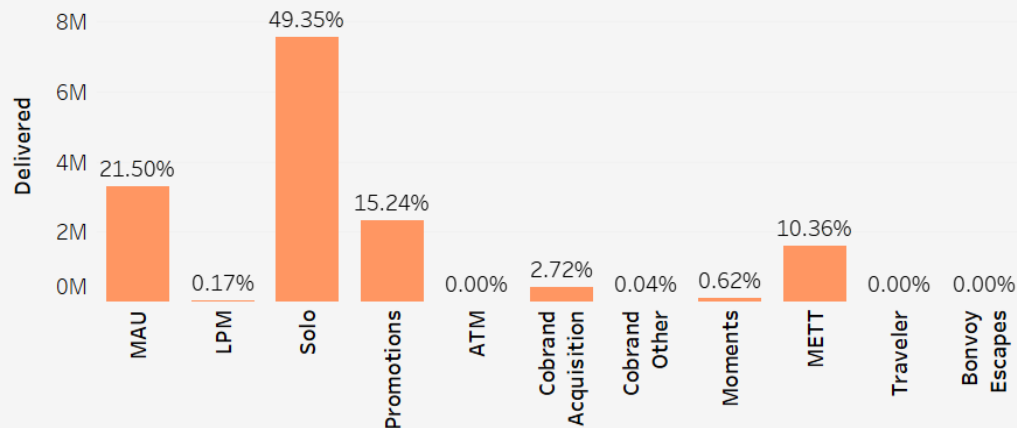


Member Point Balances

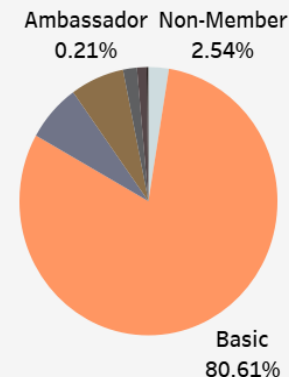


- Highest language preferences: ENG and BEN
- Basics make up most of database and lowest point ranges

Performance Summary for Country: IRELAND & UNITED KINGDOM; and Level: All Date Range Jun - Oct



Delivered



Engagement Quick Stats

	2019	2020
Delivered	18,009,612	15,315,825
Open Rate	22.5%	24.7%
Click-Through-Rate	1.66%	1.43%
Click-to-Open-Rate	7.4%	5.8%
Unsubscribe Rate	0.28%	0.23%

Financial Quick Stats

	2019	2020
Bookings	4,517	1,828
Room Nights	11,227	4,120
Revenue	\$2,031,982.37	\$668,238.21
BPK	0.25	0.12
Conversion Rate	1.51%	0.83%

- CTORs were down, except the BEN language was flat YoY in Ireland
- UK and Ireland made up 56% of tier 1 solo delivered counts; their decline in bookings of -18% YoY impacted overall engagement

Performance Summary for Country: IRELAND & UNITED KINGDOM; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	18,009,612	15,315,825	-15.4%
Open Rate	22.5%	24.7%	2.0 pts.
Click-Through-Rate	1.66%	1.43%	-0.24 pts.
Click-to-Open-Rate	7.4%	5.8%	-1.6 pts.
Unsubscribe Rate	0.28%	0.23%	-0.05 pts.
Bookings	4,517	1,828	-59.6%
Room Nights	11,227	4,120	-63.4%
Revenue	\$2,031,982	\$668,238	-67.2%
BPK	0.25	0.12	-52%
Conversion Rate	1.51%	0.83%	-0.67 pts.

Executive Dashboard for Country: IRELAND & UNITED KINGDOM; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	3,293,378	25,428	7,557,636	2,333,573	416,250	6,873	1,586,588	94,813	603	661	15,315,825
% Diff. Deliv.	-21.9%	-85.3%	26.7%	-20.5%	2431.8%	-20.9%	-15.0%	-93.4%	2.4%	-75.7%	-15.0%
Open Rate	25.0%	55.8%	25.1%	21.8%	25.2%	45.5%	25.6%	27.4%	22.4%	39.5%	24.7%
Diff. Open%	2.5 pts.	21.5 pts.	4.5 pts.	1.1 pts.	6.9 pts.	-4.0 pts.	-1.0 pts.	0.4 pts.	2.2 pts.	21.2 pts.	2.2 pts.
Click-Through-Rate	1.67%	26.72%	1.58%	0.76%	0.29%	6.15%	1.09%	0.71%	1.82%	3.03%	1.43%
Diff. CTR	-0.47 pts.	19.44 pts.	0.46 pts.	-0.96 pts.	-0.16 pts.	-3.53 pts.	0.02 pts.	-0.95 pts.	0.64 pts.	1.11 pts.	-0.23 pts.
Click-to-Open-Rate	6.7%	47.9%	6.3%	3.5%	1.2%	13.5%	4.3%	2.6%	8.1%	7.7%	5.8%
Diff. CTOR	-2.8 pts.	26.7 pts.	0.8 pts.	-4.8 pts.	-1.3 pts.	-6.1 pts.	0.3 pts.	-3.6 pts.	2.3 pts.	-2.8 pts.	-1.6 pts.
Unsubscribe Rate	0.24%	0.22%	0.23%	0.24%	0.12%	0.04%	0.20%	0.09%	0.00%	0.30%	0.23%
Diff. Unsub%	-0.06 pts.	-0.07 pts.	-0.06 pts.	-0.10 pts.	-0.02 pts.	-0.06 pts.	-0.05 pts.	-0.04 pts.	0.00 pts.	-0.07 pts.	-0.06 pts.
Bookings	566	125	808	178	12	5	127	7	0	0	1,828
% Diff. Bookings	-60.2%	-62.0%	-18.0%	-67.4%	140.0%	-86.5%	-35.2%	-97.8%			-59.5%
Room Nights	1,279.0	271.0	1,853.0	408.0	25.0	9.0	246.0	29.0	0.0	0.0	4,120.0
% Diff. Rmnts	-63.8%	-68.4%	-28.9%	-66.1%	31.6%	-88.2%	-53.7%	-96.0%			-63.3%
Revenue	\$202.1K	\$44.8K	\$279.9K	\$76.9K	\$5.0K	\$1.2K	\$54.1K	\$4.2K	\$0.0K	\$0.0K	\$668.2K
% Diff. Rev.	-68.6%	-71.7%	-39.3%	-64.6%	31.0%	-86.0%	-41.3%	-96.7%			-67.1%
BPK	0.17	4.92	0.11	0.08	0.03	0.73	0.08	0.07	0.00	0.00	0.12
% Diff. BPK	-0.49	1.59	-0.35	-0.59	-0.91	-0.83	-0.24	-0.66			-0.52
Conversion Rate	1.03%	1.84%	0.68%	1.00%	0.99%	1.18%	0.74%	1.04%	0.00%	0.00%	0.83%
Diff. Conv%	-0.55 pts.	-0.77 pts.	-0.79 pts.	-0.08 pts.	-5.77 pts.	-3.21 pts.	-0.25 pts.	-0.28 pts.	0.00 pts.	0.00 pts.	-0.67 pts.

Sent more Solo YoY and bookings had the least decline of all categories

Executive Dashboard for Country: IRELAND & UNITED KINGDOM; and Level: Ambassador, Basic, Gold and 4 n

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	32,587	12,346,426	1,035,220	389,323	264,189	1,062,945	185,131
% Diff. Deliv.	-43.3%	-9.7%	-33.6%	8.9%	-34.2%	-32.8%	-50.1%
Open Rate	43.2%	22.9%	31.0%	40.4%	37.9%	27.1%	42.7%
Diff. Open%	1.5 pts.	2.8 pts.	1.6 pts.	6.6 pts.	2.1 pts.	0.4 pts.	5.1 pts.
Click-Through-Rate	8.21%	1.04%	2.95%	0.90%	5.17%	2.54%	7.39%
Diff. CTR	1.92 pts.	-0.21 pts.	0.01 pts.	0.23 pts.	0.64 pts.	0.08 pts.	1.79 pts.
Click-to-Open-Rate	19.0%	4.5%	9.5%	2.2%	13.6%	9.4%	17.3%
Diff. CTOR	3.9 pts.	-1.7 pts.	-0.5 pts.	0.2 pts.	1.0 pts.	0.2 pts.	2.4 pts.
Unsubscribe Rate	0.03%	0.25%	0.08%	0.51%	0.03%	0.08%	0.03%
Diff. Unsub%	0.00 pts.	-0.07 pts.	-0.03 pts.	-0.42 pts.	-0.01 pts.	-0.04 pts.	-0.01 pts.
Bookings	32	1,011	244	4	147	241	149
% Diff. Bookings	-82.4%	-47.1%	-68.7%	0.0%	-64.2%	-61.6%	-75.2%
Room Nights	47.0	2,200.0	578.0	10.0	366.0	511.0	408.0
% Diff. Rmnts	-92.4%	-50.5%	-70.2%	66.7%	-67.8%	-67.3%	-73.1%
Revenue	\$7.9K	\$373.5K	\$97.9K	\$2.0K	\$60.8K	\$74.2K	\$51.9K
% Diff. Rev.	-92.7%	-58.6%	-71.1%	153.3%	-65.6%	-73.7%	-76.9%
BPK	0.98	0.08	0.24	0.01	0.56	0.23	0.80
% Diff. BPK	-0.69	-0.41	-0.53	-0.08	-0.46	-0.43	-0.50
Conversion Rate	1.20%	0.79%	0.80%	0.11%	1.08%	0.89%	1.09%
Diff. Conv%	-3.83 pts.	-0.34 pts.	-0.90 pts.	-0.05 pts.	-1.19 pts.	-0.72 pts.	-1.80 pts.

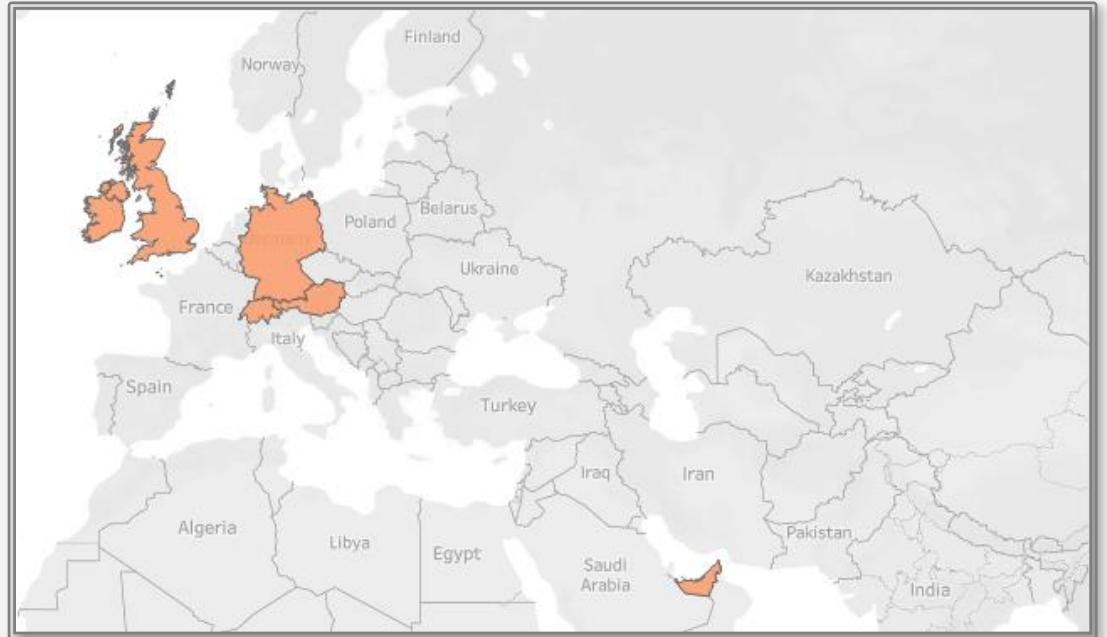
Delivered counts for Non-members increased YoY

Open rates increased for all levels

CTORs increased for all except Basics

Tier 1 Markets:

- United Kingdom
- Ireland
- **Germany**
- **Austria**
- **Switzerland**
- United Arab Emirates



AUSTRIA GERMANY SWITZERLAND

Email Audience

338,344



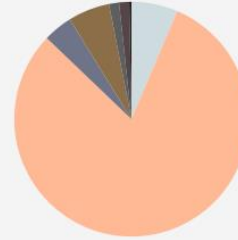
Languages

ENG	139,371
BEN	57,020
FRE	4,417
GER	131,123
SPA	915
CHS	4,610
ITA	604
JPN	139
POR	93
ARB	52



Level

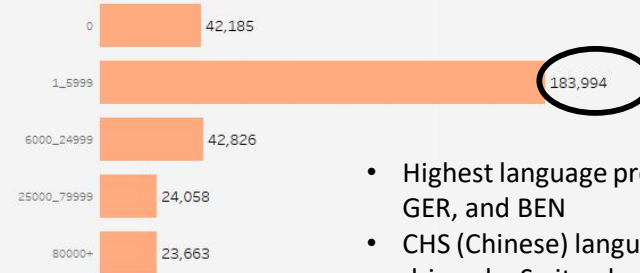
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	6.4%	21,618
Basic	80.8%	273,223
Silver	4.1%	13,712
Gold	5.7%	19,410
Platinum	1.4%	4,684
Titanium	1.4%	4,715
Ambassador	0.3%	982



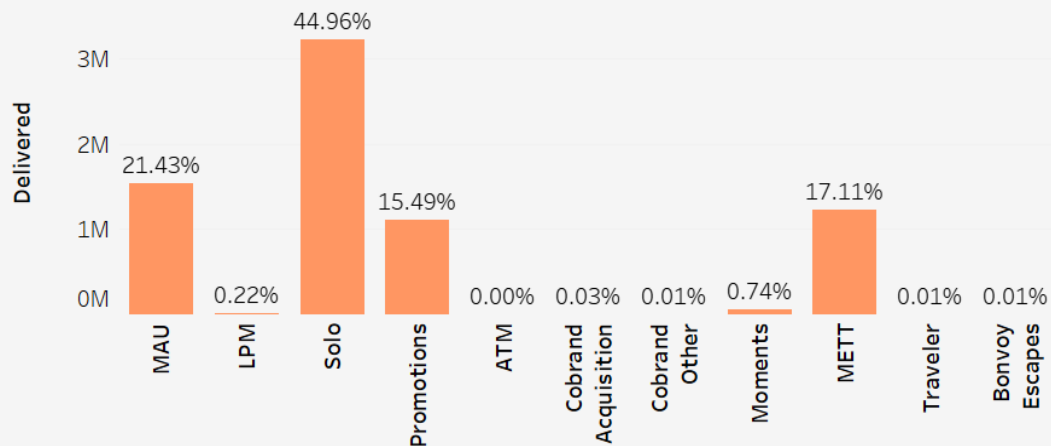
Member Point Balances



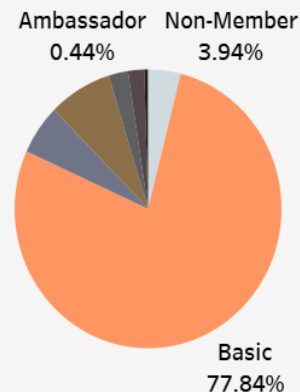
- Highest language preferences: ENG, GER, and BEN
- CHS (Chinese) language counts driven by Switzerland
- Has more upper Elites than other tier 1 markets

Performance Summary for Country: AUSTRIA, GERMANY, SWITZERLAND; and Level: All

Date Range Jun - Oct



Delivered



Engagement Quick Stats

	2019	2020
Delivered	8,295,896	7,179,790
Open Rate	22.7%	26.6%
Click-Through-Rate	1.81%	1.85%
Click-to-Open-Rate	8.0%	7.0%
Unsubscribe Rate	0.48%	0.32%

Financial Quick Stats

	2019	2020
Bookings	2,770	2,064
Room Nights	7,262	4,880
Revenue	\$1,325,991.90	\$808,707.09
BPK	0.33	0.29
Conversion Rate	1.85%	1.55%

Solos drove delivered counts and bookings were +29% YoY for this category

CTORs and bookings were different in Germany for the German language compared to other markets

- CTO was flat YoY
- Bookings were +25% YoY, possible shift from English which was -25% YoY

Performance Summary for Country: AUSTRIA, GERMANY, SWITZERLAND; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	8,295,896	7,179,790	-14.2%
Open Rate	22.7%	26.6%	3.9 pts.
Click-Through-Rate	1.81%	1.85%	0.05 pts.
Click-to-Open-Rate	8.0%	7.0%	-1.0 pts.
Unsubscribe Rate	0.48%	0.32%	-0.16 pts.
Bookings	2,770	2,064	-25.2%
Room Nights	7,262	4,880	-32.4%
Revenue	\$1,325,992	\$808,707	-38.7%
BPK	0.33	0.29	-13%
Conversion Rate	1.85%	1.55%	-0.28 pts.

Executive Dashboard for Country: AUSTRIA, GERMANY, SWITZERLAND; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	1,538,565	15,549	3,228,291	1,111,828	1,814	792	1,228,701	53,066	654	511	7,179,790
% Diff. Deliv.	-32.6%	-75.2%	35.4%	-31.2%	-80.3%	-54.8%	75.1%	-92.4%	98.8%	-77.7%	-13.5%
Open Rate	26.2%	66.4%	27.4%	23.5%	29.3%	54.8%	26.9%	31.5%	21.1%	31.3%	26.6%
Diff. Open%	4.7 pts.	33.7 pts.	5.6 pts.	3.3 pts.	9.5 pts.	22.3 pts.	1.4 pts.	-0.7 pts.	-2.9 pts.	13.3 pts.	3.9 pts.
Click-Through-Rate	1.79%	38.25%	1.92%	1.28%	0.72%	5.68%	1.83%	0.94%	1.68%	3.72%	1.85%
Diff. CTR	-0.21 pts.	31.54 pts.	0.55 pts.	-0.82 pts.	0.16 pts.	2.83 pts.	0.65 pts.	-1.02 pts.	-0.14 pts.	1.71 pts.	0.04 pts.
Click-to-Open-Rate	6.9%	57.6%	7.0%	5.5%	2.4%	10.4%	6.8%	3.0%	8.0%	11.9%	7.0%
Diff. CTOR	-2.5 pts.	37.1 pts.	0.7 pts.	-4.9 pts.	-0.3 pts.	1.6 pts.	2.2 pts.	-3.1 pts.	0.4 pts.	0.7 pts.	-1.0 pts.
Unsubscribe Rate	0.34%	0.41%	0.34%	0.35%	0.00%	0.00%	0.20%	0.13%	0.00%	0.78%	0.32%
Diff. Unsub%	-0.13 pts.	-1.09 pts.	-0.14 pts.	-0.14 pts.	-0.13 pts.	-0.11 pts.	-0.22 pts.	-0.07 pts.	0.00 pts.	0.70 pts.	-0.16 pts.
Bookings	483	147	893	242	0	0	289	10	0	0	2,064
% Diff. Bookings	-46.9%	18.5%	29.4%	-52.2%		-100.0%	189.0%	-95.5%			-25.5%
Room Nights	1,225.0	388.0	2,164.0	485.0	0.0	0.0	589.0	29.0	0.0	0.0	4,880.0
% Diff. Rmnts	-48.6%	-8.9%	14.4%	-57.5%		-100.0%	95.0%	-94.4%			-32.8%
Revenue	\$196.0K	\$63.8K	\$380.3K	\$72.5K	\$0.0K	\$0.0K	\$92.1K	\$4.1K	\$0.0K	\$0.0K	\$808.7K
% Diff. Rev.	-56.1%	-26.2%	14.9%	-62.5%		-100.0%	70.7%	-95.9%			-39.0%
BPK	0.31	9.45	0.28	0.22	0.00	0.00	0.24	0.19	0.00	0.00	0.29
% Diff. BPK	-0.21	3.79	-0.04	-0.31		-1.00	0.65	-0.41			-0.14
Conversion Rate	1.75%	2.47%	1.44%	1.70%	0.00%	0.00%	1.29%	2.00%	0.00%	0.00%	1.55%
Diff. Conv%	-0.23 pts.	-0.47 pts.	-0.66 pts.	0.20 pts.	0.00 pts.	-14.00 pts.	0.08 pts.	0.38 pts.	0.00 pts.	0.00 pts.	-0.29 pts.

More engagement and bookings from Solos and METT

Executive Dashboard for Country: AUSTRIA, GERMANY, SWITZERLAND; and Level: Ambassador, Basic, Gold : more

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	31,732	5,588,807	550,913	282,921	168,487	416,478	140,447
% Diff. Deliv.	-45.1%	-11.6%	-18.5%	8.3%	-28.0%	-22.9%	-31.3%
Open Rate	48.3%	24.4%	34.8%	27.1%	43.4%	29.3%	47.6%
Diff. Open%	2.3 pts.	4.8 pts.	2.9 pts.	4.5 pts.	3.7 pts.	0.0 pts.	3.7 pts.
Click-Through-Rate	10.90%	1.23%	3.67%	0.96%	7.12%	2.97%	9.42%
Diff. CTR	3.35 pts.	-0.02 pts.	0.42 pts.	-0.01 pts.	1.48 pts.	0.18 pts.	2.66 pts.
Click-to-Open-Rate	22.6%	5.1%	10.5%	3.6%	16.4%	10.1%	19.8%
Diff. CTOR	6.2 pts.	-1.3 pts.	0.4 pts.	-0.8 pts.	2.2 pts.	0.6 pts.	4.4 pts.
Unsubscribe Rate	0.04%	0.33%	0.11%	1.13%	0.04%	0.11%	0.05%
Diff. Unsub%	-0.02 pts.	-0.19 pts.	-0.07 pts.	-0.47 pts.	-0.07 pts.	-0.09 pts.	-0.02 pts.
Bookings	131	636	322	3	470	186	316
% Diff. Bookings	-22.5%	-20.1%	-19.9%	-80.0%	7.1%	-40.6%	-50.3%
Room Nights	463.0	1,416.0	732.0	5.0	1,010.0	405.0	849.0
% Diff. Rmnts	-9.2%	-30.0%	-28.8%	-90.6%	-13.7%	-52.4%	-47.8%
Revenue	\$71.0K	\$252.0K	\$143.6K	\$0.8K	\$142.6K	\$73.4K	\$125.3K
% Diff. Rev.	-34.1%	-39.5%	-27.8%	-91.2%	-28.7%	-47.3%	-50.8%
BPK	4.13	0.11	0.58	0.01	2.79	0.45	2.25
% Diff. BPK	0.41	-0.10	-0.02	-0.82	0.49	-0.23	-0.28
Conversion Rate	3.79%	0.92%	1.59%	0.11%	3.92%	1.51%	2.39%
Diff. Conv%	-0.09 pts.	-0.08 pts.	-0.24 pts.	-0.48 pts.	0.59 pts.	-0.57 pts.	-2.22 pts.

Delivered counts for Non-members increased YoY

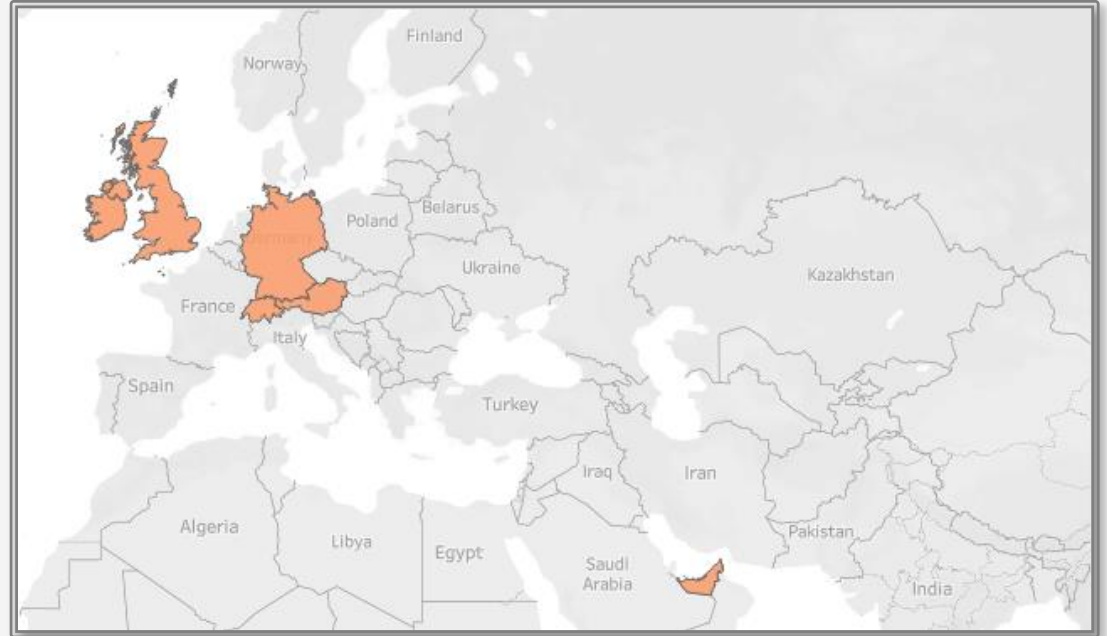
Open rates increased for all levels

CTORs increased for all except Basics

Platinum bookings were +7% YoY, which was mostly driven by Germany

Tier 1 Markets:

- United Kingdom
- Ireland
- Germany
- Austria
- Switzerland
- **United Arab Emirates**



UNITED ARAB EMIRATES

Email Audience

323,064

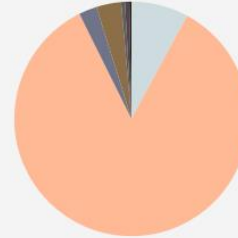


Languages

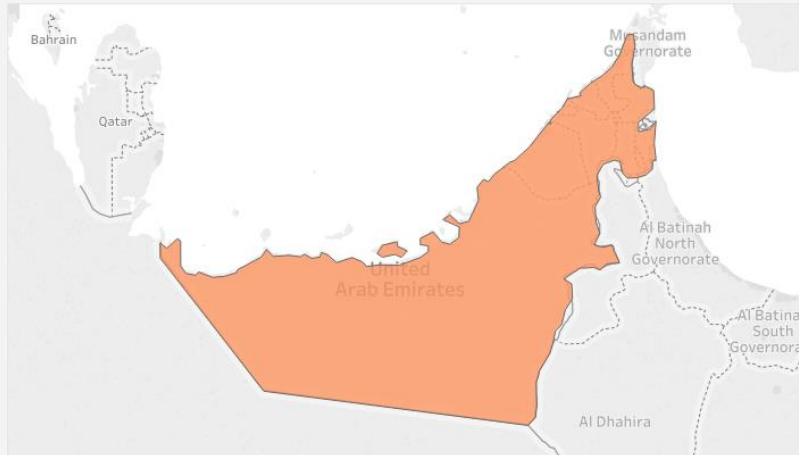
ENG	164,163
BEN	151,927
FRE	333
GER	200
SPA	101
CHS	146
ITA	77
JPN	75
POR	48
ARB	5,989
RUS	5

Level

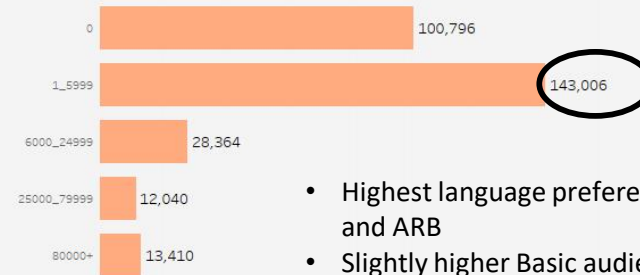
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	7.9%	25,448
Basic	84.8%	273,962
Silver	2.5%	8,117
Gold	3.4%	11,003
Platinum	0.5%	1,679
Titanium	0.6%	2,004
Ambassador	0.3%	851



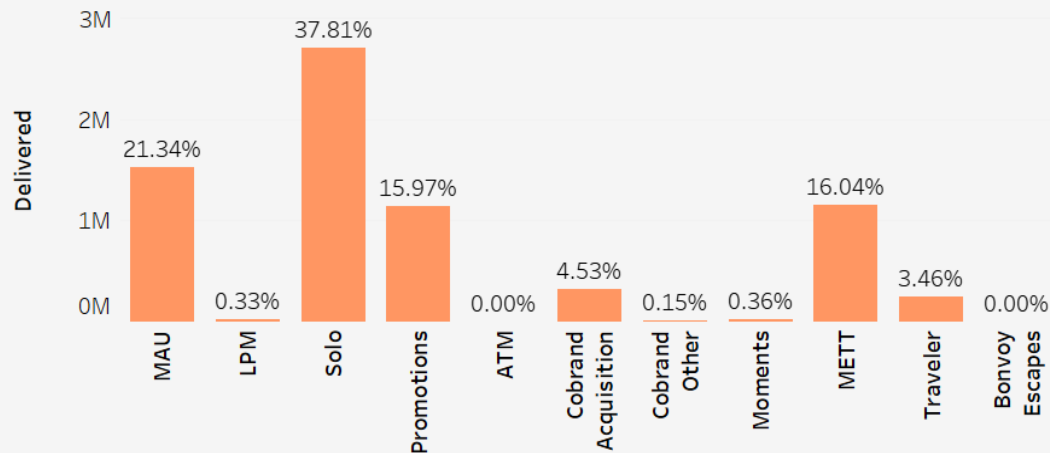
Member Point Balances



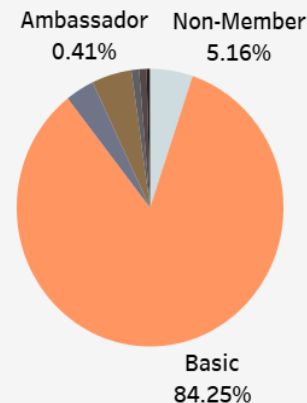
- Highest language preferences: ENG, BEN, and ARB
- Slightly higher Basic audience than Ireland/UK (84.1%)

Performance Summary for Country: UNITED ARAB EMIRATES; and Level: All

Date Range Jun - Oct



Delivered



Engagement Quick Stats

	2019	2020
Delivered	10,353,074	7,144,158
Open Rate	14.3%	17.9%
Click-Through-Rate	0.99%	0.99%
Click-to-Open-Rate	6.9%	5.5%
Unsubscribe Rate	0.22%	0.16%

Financial Quick Stats

	2019	2020
Bookings	1,004	307
Room Nights	2,847	694
Revenue	\$486,493.37	\$122,423.50
BPK	0.10	0.04
Conversion Rate	0.98%	0.43%

- Solos and MAU drove overall engagement for the time period
- Solo bookings declined -49% YoY and impacted financials

Performance Summary for Country: UNITED ARAB EMIRATES; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	10,353,074	7,144,158	-32.0%
Open Rate	14.3%	17.9%	3.7 pts.
Click-Through-Rate	0.99%	0.99%	0.01 pts.
Click-to-Open-Rate	6.9%	5.5%	-1.4 pts.
Unsubscribe Rate	0.22%	0.16%	-0.06 pts.
Bookings	1,004	307	-69.0%
Room Nights	2,847	694	-75.3%
Revenue	\$486,493	\$122,423	-74.1%
BPK	0.10	0.04	-54%
Conversion Rate	0.98%	0.43%	-0.54 pts.

Executive Dashboard for Country: UNITED ARAB EMIRATES; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	1,538,565	15,549	3,228,291	1,111,828	1,814	792	1,228,701	53,066	654	511	7,179,790
% Diff. Deliv.	-32.6%	-75.2%	35.4%	-31.2%	-80.3%	-54.8%	75.1%	-92.4%	98.8%	-77.7%	-13.5%
Open Rate	26.2%	66.4%	27.4%	23.5%	29.3%	54.8%	26.9%	31.5%	21.1%	31.3%	26.6%
Diff. Open%	4.7 pts.	33.7 pts.	5.6 pts.	3.3 pts.	9.5 pts.	22.3 pts.	1.4 pts.	-0.7 pts.	-2.9 pts.	13.3 pts.	3.9 pts.
Click-Through-Rate	1.79%	38.25%	1.92%	1.28%	0.72%	5.68%	1.83%	0.94%	1.68%	3.72%	1.85%
Diff. CTR	-0.21 pts.	31.54 pts.	0.55 pts.	-0.82 pts.	0.16 pts.	2.83 pts.	0.65 pts.	-1.02 pts.	-0.14 pts.	1.71 pts.	0.04 pts.
Click-to-Open-Rate	6.9%	57.6%	7.0%	5.5%	2.4%	10.4%	6.8%	3.0%	8.0%	11.9%	7.0%
Diff. CTOR	-2.5 pts.	37.1 pts.	0.7 pts.	-4.9 pts.	-0.3 pts.	1.6 pts.	2.2 pts.	-3.1 pts.	0.4 pts.	0.7 pts.	-1.0 pts.
Unsubscribe Rate	0.34%	0.41%	0.34%	0.35%	0.00%	0.00%	0.20%	0.13%	0.00%	0.78%	0.32%
Diff. Unsub%	-0.13 pts.	-1.09 pts.	-0.14 pts.	-0.14 pts.	-0.13 pts.	-0.11 pts.	-0.22 pts.	-0.07 pts.	0.00 pts.	0.70 pts.	-0.16 pts.
Bookings	483	147	893	242	0	0	289	10	0	0	2,064
% Diff. Bookings	-46.9%	18.5%	29.4%	-52.2%		-100.0%	189.0%	-95.5%			-25.5%
Room Nights	1,225.0	388.0	2,164.0	485.0	0.0	0.0	589.0	29.0	0.0	0.0	4,880.0
% Diff. Rmnts	-48.6%	-8.9%	14.4%	-57.5%		-100.0%	95.0%	-94.4%			-32.8%
Revenue	\$196.0K	\$63.8K	\$380.3K	\$72.5K	\$0.0K	\$0.0K	\$92.1K	\$4.1K	\$0.0K	\$0.0K	\$808.7K
% Diff. Rev.	-56.1%	-26.2%	14.9%	-62.5%		-100.0%	70.7%	-95.9%			-39.0%
BPK	0.31	9.45	0.28	0.22	0.00	0.00	0.24	0.19	0.00	0.00	0.29
% Diff. BPK	-0.21	3.79	-0.04	-0.31		-1.00	0.65	-0.41			-0.14
Conversion Rate	1.75%	2.47%	1.44%	1.70%	0.00%	0.00%	1.29%	2.00%	0.00%	0.00%	1.55%
Diff. Conv%	-0.23 pts.	-0.47 pts.	-0.66 pts.	0.20 pts.	0.00 pts.	-14.00 pts.	0.08 pts.	0.38 pts.	0.00 pts.	0.00 pts.	-0.29 pts.

Sent more Solo and METT emails

Engagement and bookings were up

Executive Dashboard for Country: UNITED ARAB EMIRATES; and Level: Ambassador, Basic, Gold and 4 more

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	29,121	6,019,253	346,171	368,810	66,375	250,271	64,155
% Diff. Deliv.	-43.4%	-31.4%	-36.2%	-6.0%	-40.6%	-33.6%	-34.8%
Open Rate	33.9%	17.0%	26.0%	17.5%	31.7%	20.1%	33.9%
Diff. Open%	1.7 pts.	4.0 pts.	2.7 pts.	3.8 pts.	0.5 pts.	-0.3 pts.	3.1 pts.
Click-Through-Rate	6.45%	0.74%	3.18%	0.64%	4.72%	1.76%	5.87%
Diff. CTR	1.42 pts.	-0.03 pts.	0.61 pts.	0.07 pts.	0.73 pts.	0.06 pts.	1.19 pts.
Click-to-Open-Rate	19.0%	4.3%	12.2%	3.7%	14.9%	8.8%	17.3%
Diff. CTOR	3.4 pts.	-1.6 pts.	1.2 pts.	-0.5 pts.	2.1 pts.	0.4 pts.	2.1 pts.
Unsubscribe Rate	0.02%	0.17%	0.05%	0.23%	0.02%	0.07%	0.05%
Diff. Unsub%	0.00 pts.	-0.06 pts.	-0.06 pts.	-0.10 pts.	-0.03 pts.	-0.07 pts.	0.00 pts.
Bookings	12	159	66	1	23	15	31
% Diff. Bookings	-69.2%	-64.3%	-68.1%	-93.8%	-75.0%	-85.7%	-69.0%
Room Nights	34.0	302.0	142.0	2.0	55.0	34.0	125.0
% Diff. Rmnts	-74.6%	-73.7%	-75.3%	-95.7%	-80.8%	-89.9%	-60.9%
Revenue	\$7.7K	\$63.3K	\$26.4K	\$0.1K	\$7.0K	\$2.7K	\$15.2K
% Diff. Rev.	-57.9%	-69.0%	-72.8%	-99.3%	-86.4%	-94.4%	-71.2%
BPK	0.41	0.03	0.19	0.00	0.35	0.06	0.48
% Diff. BPK	-0.46	-0.48	-0.50	-0.93	-0.58	-0.78	-0.52
Conversion Rate	0.64%	0.36%	0.60%	0.04%	0.73%	0.34%	0.82%
Diff. Conv%	-0.87 pts.	-0.30 pts.	-0.88 pts.	-0.67 pts.	-1.33 pts.	-1.30 pts.	-1.35 pts.

Delivered decline was not a low for non-members

Open and click rates increase for all, except for some levels

Tier 2:

- (ES) Spain
- (FR) France
- (SA) Saudi Arabia
- (ZA) South Africa

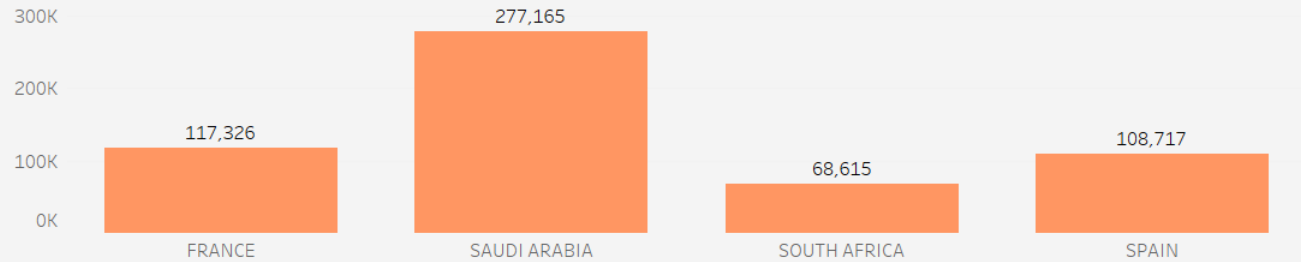
Audience Insights: Tier 2

- 571.8K members and non-members are emailable; split is 91% Basics, 4% Non-members, and 5% Elite
- Continue to grow the emailable database; consider doing email collection incentives and/or email appends
- Grow engagement of the active Basics to move them into Elite
 - Use the benefits of Silver Elite membership to encourage stay activity
- Language counts are high for: ENG, BEN, SPA, FRE; plus ARB in Saudi Arabia
- 80% or 457.8K emailable members have less than 6,000 points; 5 pts. higher than Tier 1 markets
- Basic members make up over 90% of the low point balance audience; percentage is higher than tier 1 & 3
- Noticeable difference in point balances for Platinum to Ambassador members; over 70% have 80,000+ points
- Consider targeting messages by point balance to increase engagement:
 - **0-24.9K points:** encourage earning through redemption education, especially for newer members
 - **25K-80K+ points:** encourage point redemptions

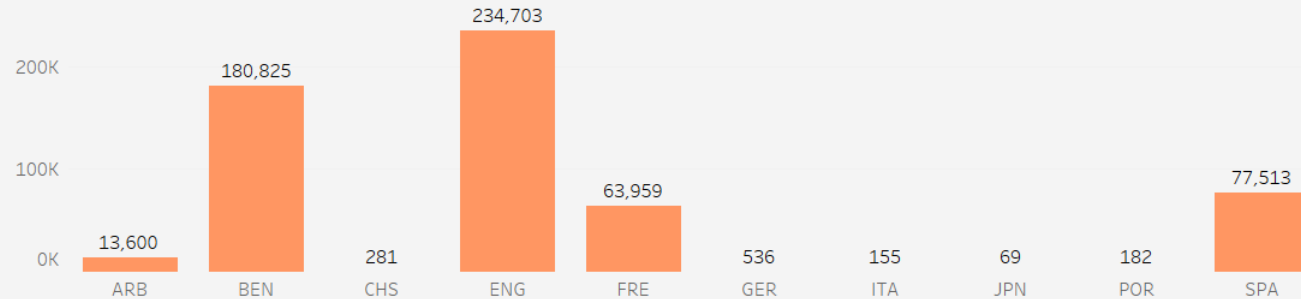
Audience Comparisons: Tier 2

FRANCE SAUDI ARABIA SOUTH AFRICA SPAIN

Emailable Audience



LanguageComparison



Performance Insights: Tier 2

- Delivered 11.4M emails June through October; delivery counts were down YoY across all countries
- Open rates were up for all markets, with increases ranging from 2 to 4 pts.
 - Open rates were up for all languages, except for declines with British English in Saudi Arabia (-1.2 pts) & South Africa (-0.2 pts)
- CTORs were -1.9pts. below previous year rates, which may have been impacted by the increase in open rates
 - CTORs were down for all languages, except French in France & Spanish in Spain had flat YoY rates
- Most tier 2 countries had higher open and click rates YoY across all member levels
- Overall, subscribers were engaged in communications as unsubscribe rates declined for all

Performance Insights: Tier 2

- Bookings were down for all countries, with some markets having deeper declines than others
- Consider tracking recent stayers vs. non-recent stayers to better understand email engagement
 - Learnings can inform future testing and versioning
- Solos made up 43% of emails delivered, driving overall engagement and financials (4.9M total, +57% YoY)
 - Open rates were +3.6 pts YoY and CTORs were -0.4 pts YoY
 - Category generated 380 bookings, -8.9% YoY; it was the lowest YoY decline compared to all other email categories
- Drive solos made up 61% of Solos and 73% of revenue for this time period
- 1.3M METT emails were delivered down 41% YoY, but open and click rates remained strong with increases of 1.5 pts and 2.3 pts, respectively
 - Generated 32 bookings, -73% YoY

Tier 2 Markets:

- **Spain**
- France
- South Africa
- Saudi Arabia



SPAIN

Email Audience

108,717

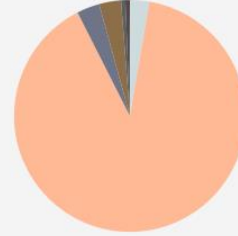


Languages

ENG	30,798
BEN	73
FRE	266
GER	214
SPA	77,087
CHS	67
ITA	73
JPN	14
POR	112
ARB	13

Level

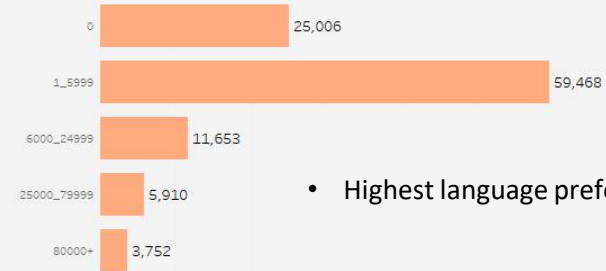
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	2.7%	2,928
Basic	89.9%	97,683
Silver	3.2%	3,477
Gold	3.0%	3,309
Platinum	0.6%	643
Titanium	0.5%	560
Ambassador	0.1%	117



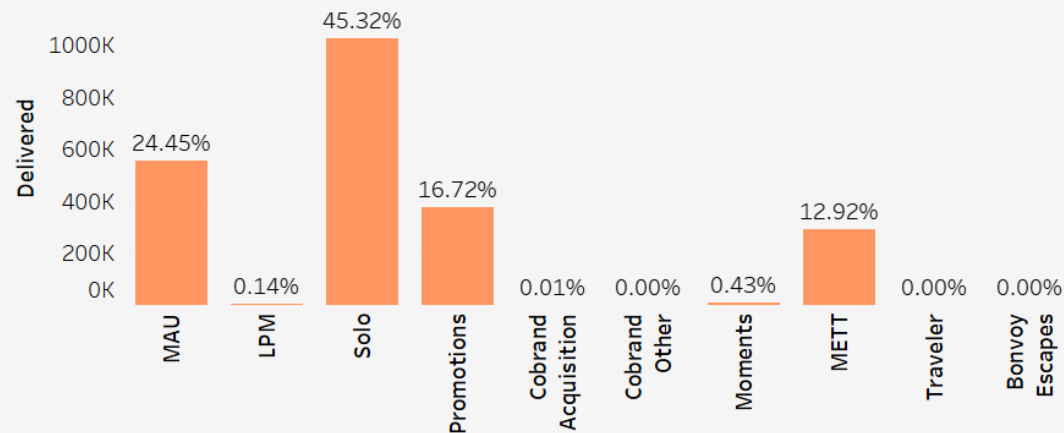
Member Point Balances



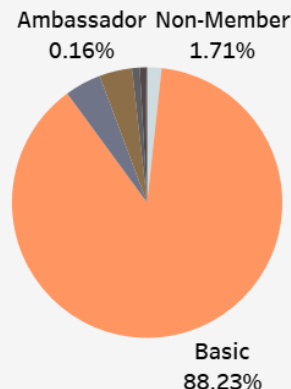
- Highest language preferences: ENG & SPA

Performance Summary for Country: SPAIN; and Level: All

Date Range Jun - Oct



Delivered



Engagement Quick Stats

	2019	2020
Delivered	2,287,649	2,258,224
Open Rate	20.7%	24.7%
Click-Through-Rate	1.66%	1.80%
Click-to-Open-Rate	8.0%	7.3%
Unsubscribe Rate	0.30%	0.22%

Financial Quick Stats

	2019	2020
Bookings	526	289
Room Nights	1,363	815
Revenue	\$242,977.94	\$135,905.21
BPK	0.23	0.13
Conversion Rate	1.39%	0.71%

- Spain had the least decline in bookings of 45%, while all other tier 2 locations had bigger declines of 50% and above
- Spanish language in Spain accounted for 33% of Tier 2 bookings

Performance Summary for Country: SPAIN; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	2,287,649	2,258,224	-1.4%
Open Rate	20.7%	24.7%	3.9 pts.
Click-Through-Rate	1.66%	1.80%	0.14 pts.
Click-to-Open-Rate	8.0%	7.3%	-0.7 pts.
Unsubscribe Rate	0.30%	0.22%	-0.08 pts.
Bookings	526	289	-45.1%
Room Nights	1,363	815	-40.2%
Revenue	\$242,978	\$135,905	-44.1%
BPK	0.23	0.13	-44%
Conversion Rate	1.39%	0.71%	-0.68 pts.

Executive Dashboard for Country: SPAIN; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	552,078	3,242	1,023,327	377,631	193	78	291,733	9,752	105	85	2,258,224
% Diff. Deliv.	-27.8%	-12.0%	46.5%	-28.2%	-88.1%	-68.9%	230.5%	-92.6%	288.9%	-68.0%	-1.3%
Open Rate	22.8%	53.0%	24.4%	27.5%	23.3%	48.7%	25.3%	27.0%	23.8%	29.4%	24.7%
Diff. Open%	2.7 pts.	15.1 pts.	3.7 pts.	7.7 pts.	3.7 pts.	15.3 pts.	4.7 pts.	-1.2 pts.	9.0 pts.	3.8 pts.	4.1 pts.
Click-Through-Rate	1.77%	27.45%	1.95%	0.80%	0.00%	7.69%	2.38%	1.18%	3.81%	4.71%	1.80%
Diff. CTR	-0.12 pts.	16.89 pts.	0.57 pts.	-0.95 pts.	-0.62 pts.	4.51 pts.	1.45 pts.	-0.45 pts.	3.81 pts.	2.45 pts.	0.15 pts.
Click-to-Open-Rate	7.8%	51.8%	8.0%	2.9%	0.0%	15.8%	9.4%	4.4%	16.0%	16.0%	7.3%
Diff. CTOR	-1.6 pts.	24.0 pts.	1.3 pts.	-5.9 pts.	-3.2 pts.	6.3 pts.	4.9 pts.	-1.4 pts.	16.0 pts.	7.2 pts.	-0.7 pts.
Unsubscribe Rate	0.23%	0.43%	0.21%	0.23%	0.00%	0.00%	0.21%	0.07%	0.00%	0.00%	0.22%
Diff. Unsub%	-0.08 pts.	0.32 pts.	-0.08 pts.	-0.10 pts.	-0.12 pts.	-0.40 pts.	-0.06 pts.	-0.04 pts.	0.00 pts.	-0.38 pts.	-0.08 pts.
Bookings	86	17	158	14	0	0	13	1	0	0	289
% Diff. Bookings	-61.6%	0.0%	39.8%	-83.1%		-100.0%	8.3%	-97.5%			-45.1%
Room Nights	284.0	44.0	401.0	40.0	0.0	0.0	43.0	3.0	0.0	0.0	815.0
% Diff. Rmnts	-52.6%	-10.2%	28.9%	-81.4%		-100.0%	72.0%	-96.8%			-40.2%
Revenue	\$42.8K	\$9.6K	\$67.3K	\$6.1K	\$0.0K	\$0.0K	\$9.6K	\$0.5K	\$0.0K	\$0.0K	\$135.9K
% Diff. Rev.	-62.9%	-2.6%	29.2%	-79.5%		-100.0%	61.5%	-97.2%			-44.1%
BPK	0.16	5.24	0.15	0.04	0.00	0.00	0.04	0.10	0.00	0.00	0.13
% Diff. BPK	-0.47	0.14	-0.05	-0.77		-1.00	-0.67	-0.66			-0.44
Conversion Rate	0.88%	1.91%	0.79%	0.46%		0.00%	0.19%	0.87%	0.00%	0.00%	0.71%
Diff. Conv%	-0.67 pts.	-2.46 pts.	-0.38 pts.	-0.44 pts.	0.00 pts.	-12.50 pts.	-1.28 pts.	-0.99 pts.	0.00 pts.	0.00 pts.	-0.68 pts.

Sending more Solos made up for delivered lows in other categories

Solo and METT bookings up YoY

Executive Dashboard for Country: SPAIN; and Level: Ambassador, Basic, Gold and 4 more

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	3,643	1,992,393	88,708	38,676	20,412	98,449	15,942
% Diff. Deliv.	-37.9%	3.3%	-25.2%	3.2%	-38.4%	-24.4%	-51.4%
Open Rate	44.8%	23.7%	31.3%	37.2%	37.6%	27.1%	43.2%
Diff. Open%	8.7 pts.	4.6 pts.	1.4 pts.	13.3 pts.	3.5 pts.	1.3 pts.	5.2 pts.
Click-Through-Rate	10.21%	1.52%	3.96%	1.37%	7.11%	3.17%	9.20%
Diff. CTR	3.20 pts.	0.19 pts.	0.60 pts.	0.69 pts.	1.63 pts.	0.30 pts.	3.17 pts.
Click-to-Open-Rate	22.8%	6.4%	12.6%	3.7%	18.9%	11.7%	21.3%
Diff. CTOR	3.4 pts.	-0.6 pts.	1.4 pts.	0.8 pts.	2.8 pts.	0.6 pts.	5.4 pts.
Unsubscribe Rate	0.03%	0.23%	0.06%	0.51%	0.03%	0.07%	0.05%
Diff. Unsub%	-0.02 pts.	-0.09 pts.	-0.04 pts.	-0.27 pts.	-0.04 pts.	-0.04 pts.	0.01 pts.
Bookings	5	172	51	0	19	19	23
% Diff. Bookings	-54.5%	-26.5%	-20.3%		-71.6%	-70.8%	-72.9%
Room Nights	10.0	499.0	131.0	0.0	59.0	41.0	75.0
% Diff. Rmnts	-47.4%	-22.2%	-16.6%		-54.6%	-77.6%	-67.8%
Revenue	\$1.6K	\$89.8K	\$17.9K	\$0.0K	\$12.6K	\$5.7K	\$8.3K
% Diff. Rev.	-54.8%	-31.4%	-6.1%		-42.1%	-80.0%	-79.0%
BPK	1.37	0.09	0.57	0.00	0.93	0.19	1.44
% Diff. BPK	-0.27	-0.29	0.07		-0.54	-0.61	-0.44
Conversion Rate	1.34%	0.57%	1.45%	0.00%	1.31%	0.61%	1.57%
Diff. Conv%	-1.33 pts.	-0.34 pts.	-0.16 pts.	0.00 pts.	-2.38 pts.	-1.13 pts.	-2.73 pts.

Open rates up for all levels

Slight CTOR decline with Basics

Tier 2 Markets:

- Spain
- **France**
- South Africa
- Saudi Arabia



FRANCE

Email Audience

117,326

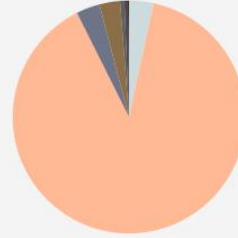


Languages

ENG	52,524
BEN	176
FRE	63,581
GER	268
SPA	384
CHS	171
ITA	77
JPN	47
POR	63
ARB	35

Level

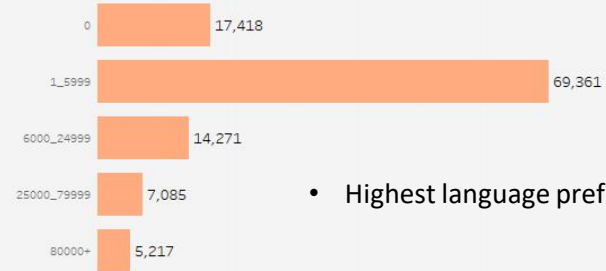
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	3.4%	3,974
Basic	89.2%	104,707
Silver	3.3%	3,823
Gold	2.9%	3,376
Platinum	0.6%	699
Titanium	0.5%	600
Ambassador	0.1%	147



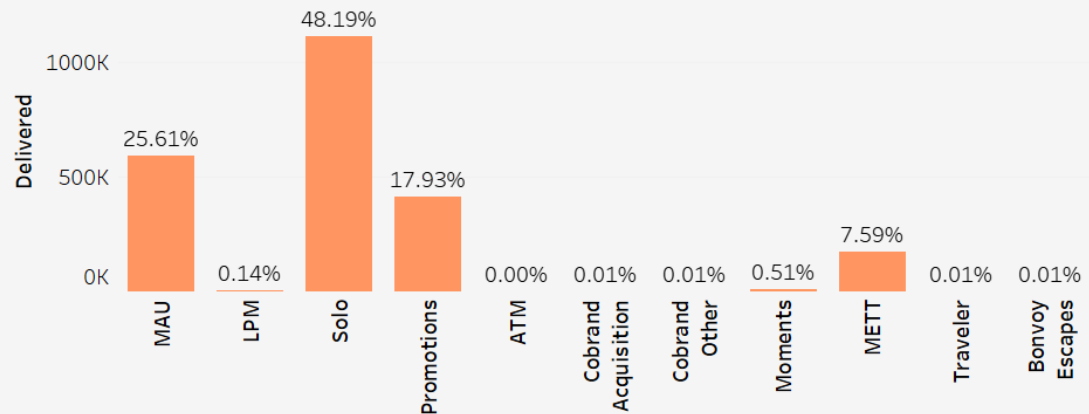
Member Point Balances



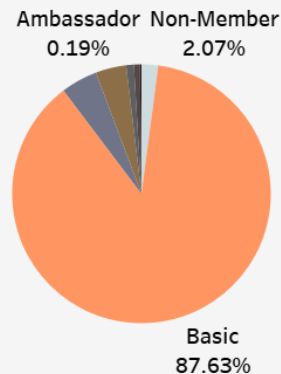
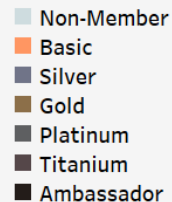
- Highest language preferences: FRE & ENG

Performance Summary for Country: FRANCE; and Level: All

Date Range Jun - Oct



Delivered



Engagement Quick Stats

	2019	2020
Delivered	2,771,137	2,312,211
Open Rate	18.4%	21.8%
Click-Through-Rate	1.19%	1.20%
Click-to-Open-Rate	6.5%	5.5%
Unsubscribe Rate	0.43%	0.28%

Financial Quick Stats

	2019	2020
Bookings	563	280
Room Nights	1,460	756
Revenue	\$287,712.85	\$146,830.96
BPK	0.20	0.12
Conversion Rate	1.70%	1.01%

Even though delivered counts declined 16% YoY, open and click rates were positive

- Open rates increased 3 points
- CTOR only dropped 1 point

Performance Summary for Country: FRANCE; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	2,771,137	2,312,211	-16.6%
Open Rate	18.4%	21.8%	3.3 pts.
Click-Through-Rate	1.19%	1.20%	0.00 pts.
Click-to-Open-Rate	6.5%	5.5%	-1.0 pts.
Unsubscribe Rate	0.43%	0.28%	-0.15 pts.
Bookings	563	280	-50.5%
Room Nights	1,460	756	-48.5%
Revenue	\$287,713	\$146,831	-49.4%
BPK	0.20	0.12	-41%
Conversion Rate	1.70%	1.01%	-0.70 pts.

Executive Dashboard for Country: FRANCE; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	592,100	3,218	1,114,279	414,561	293	132	175,608	11,754	140	121	2,312,211
% Diff. Deliv.	-34.2%	-40.9%	46.4%	-34.2%	-88.7%	-66.9%	0.7%	-92.6%	118.8%	-68.4%	-16.6%
Open Rate	22.2%	55.0%	22.5%	19.8%	30.0%	57.6%	19.8%	26.1%	23.6%	34.7%	21.8%
Diff. Open%	4.2 pts.	20.0 pts.	4.5 pts.	2.8 pts.	10.1 pts.	25.7 pts.	-1.2 pts.	0.1 pts.	12.6 pts.	13.3 pts.	3.4 pts.
Click-Through-Rate	1.26%	22.93%	1.41%	0.67%	0.34%	5.30%	0.62%	0.84%	2.86%	0.83%	1.20%
Diff. CTR	-0.14 pts.	14.69 pts.	0.43 pts.	-0.48 pts.	-0.32 pts.	4.05 pts.	-0.11 pts.	-0.48 pts.	1.29 pts.	0.04 pts.	0.01 pts.
Click-to-Open-Rate	5.7%	41.7%	6.2%	3.4%	1.1%	9.2%	3.1%	3.2%	12.1%	2.4%	5.5%
Diff. CTOR	-2.1 pts.	18.2 pts.	0.8 pts.	-3.4 pts.	-2.2 pts.	5.3 pts.	-0.3 pts.	-1.8 pts.	-2.2 pts.	-1.3 pts.	-1.0 pts.
Unsubscribe Rate	0.30%	0.12%	0.28%	0.30%	0.00%	0.00%	0.10%	0.13%	0.71%	0.00%	0.28%
Diff. Unsub%	-0.13 pts.	0.01 pts.	-0.16 pts.	-0.17 pts.	-0.35 pts.	0.00 pts.	-0.28 pts.	-0.06 pts.	0.71 pts.	-0.26 pts.	-0.16 pts.
Bookings	93	32	116	34	0	0	3	2	0	0	280
% Diff. Bookings	-60.6%	220.0%	-17.1%	-48.5%		-100.0%	-70.0%	-96.1%			-50.3%
Room Nights	300.0	80.0	292.0	73.0	0.0	0.0	8.0	3.0	0.0	0.0	756.0
% Diff. Rmnts	-46.7%	281.0%	-4.3%	-71.1%		-100.0%	-65.2%	-98.1%			-48.2%
Revenue	\$63.3K	\$11.7K	\$53.2K	\$12.5K	\$0.0K	\$0.0K	\$5.8K	\$0.4K	\$0.0K	\$0.0K	\$146.8K
% Diff. Rev.	-44.4%	166.3%	-1.6%	-73.6%		-100.0%	21.9%	-98.5%			-49.0%
BPK	0.16	9.94	0.10	0.08	0.00	0.00	0.02	0.17	0.00	0.00	0.12
% Diff. BPK	-0.40	4.42	-0.43	-0.22		-1.00	-0.70	-0.47			-0.40
Conversion Rate	1.24%	4.34%	0.74%	1.23%	0.00%	0.00%	0.27%	2.02%	0.00%	0.00%	1.01%
Diff. Conv%	-0.63 pts.	2.11 pts.	-1.14 pts.	0.32 pts.	0.00 pts.	-40.00 pts.	-0.51 pts.	-0.39 pts.	0.00 pts.	0.00 pts.	-0.70 pts.

Solos made up most of the delivered emails

Least decline in bookings compared to other categories

Executive Dashboard for Country: FRANCE; and Level: Ambassador, Basic, Gold and 4 more

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	4,398	2,026,225	88,912	47,955	22,041	105,601	17,079
% Diff. Deliv.	-44.1%	-14.1%	-32.6%	-16.3%	-32.2%	-31.3%	-40.7%
Open Rate	40.9%	20.7%	29.9%	33.0%	36.4%	24.5%	39.3%
Diff. Open%	2.8 pts.	3.9 pts.	2.4 pts.	8.6 pts.	2.4 pts.	-0.3 pts.	3.0 pts.
Click-Through-Rate	9.05%	0.94%	2.94%	1.13%	6.46%	2.42%	7.25%
Diff. CTR	2.88 pts.	0.00 pts.	0.29 pts.	0.40 pts.	1.62 pts.	0.21 pts.	2.05 pts.
Click-to-Open-Rate	22.1%	4.6%	9.8%	3.4%	17.7%	9.9%	18.4%
Diff. CTOR	5.9 pts.	-1.0 pts.	0.2 pts.	0.4 pts.	3.5 pts.	1.0 pts.	4.1 pts.
Unsubscribe Rate	0.00%	0.29%	0.07%	0.81%	0.05%	0.10%	0.05%
Diff. Unsub%	-0.09 pts.	-0.16 pts.	-0.11 pts.	-0.56 pts.	-0.01 pts.	-0.09 pts.	-0.03 pts.
Bookings	2	108	41	2	41	36	50
% Diff. Bookings	-77.8%	-57.6%	-58.2%	100.0%	-24.1%	-49.3%	-33.3%
Room Nights	20.0	266.0	109.0	6.0	96.0	109.0	150.0
% Diff. Rmnts	-28.6%	-56.2%	-50.0%	100.0%	-28.4%	-48.1%	-42.3%
Revenue	\$4.7K	\$55.5K	\$22.0K	\$1.4K	\$18.1K	\$21.9K	\$23.2K
% Diff. Rev.	-29.3%	-54.9%	-39.7%	167.1%	-14.2%	-55.5%	-54.2%
BPK	0.45	0.05	0.46	0.04	1.86	0.34	2.93
% Diff. BPK	-0.60	-0.51	-0.38	1.39	0.12	-0.26	0.12
Conversion Rate	0.50%	0.57%	1.57%	0.37%	2.88%	1.41%	4.04%
Diff. Conv%	-1.35 pts.	-0.58 pts.	-1.24 pts.	0.13 pts.	-0.55 pts.	-0.69 pts.	-0.97 pts.

Positive engagement for most levels

Tier 2 Markets:

- Spain
- France
- **South Africa**
- Saudi Arabia



SOUTH AFRICA

Email Audience

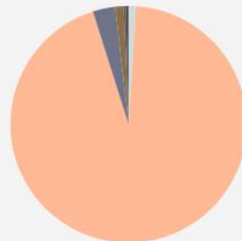
68,615

Languages

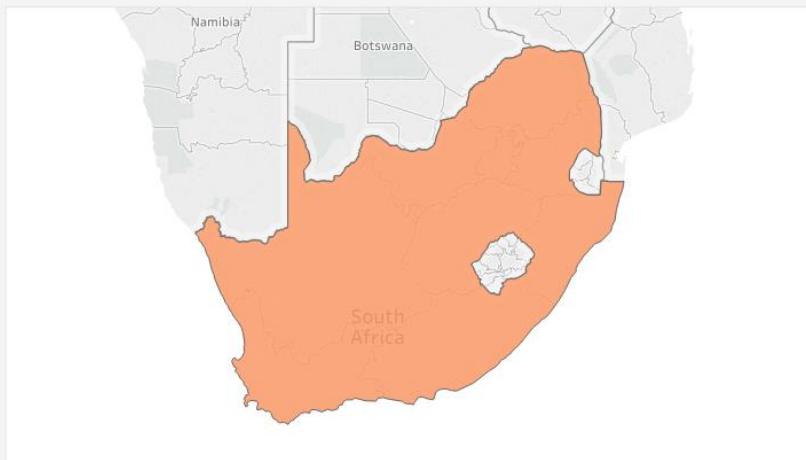
ENG	22,395
BEN	46,122
FRE	21
GER	30
SPA	12
CHS	20
ITA	2
JPN	2
POR	4
ARB	7

Level

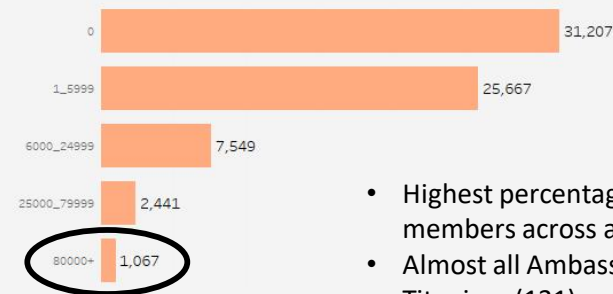
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	1.0%	684
Basic	94.1%	64,591
Silver	3.1%	2,107
Gold	1.1%	779
Platinum	0.3%	203
Titanium	0.3%	216
Ambassador	0.1%	35



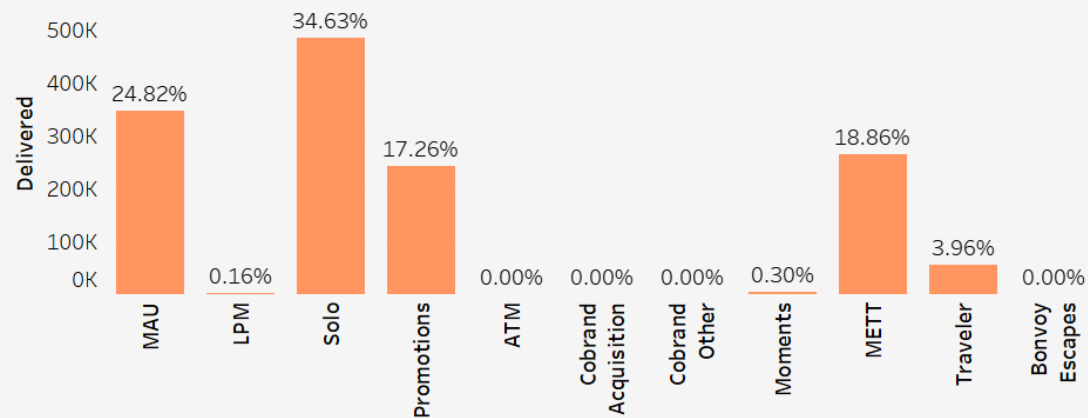
Member Point Balances



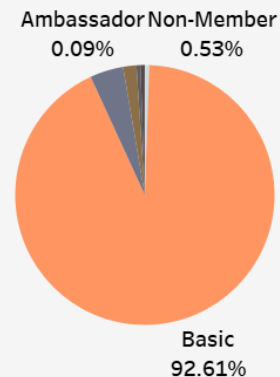
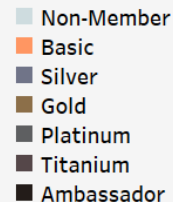
- Highest percentage of Basic members across all tier 1-3 markets
- Almost all Ambassadors (31) and Titanium (131) members have over 80K points

Performance Summary for Country: SOUTH AFRICA; and Level: All

Date Range Jun - Oct



Delivered



Engagement Quick Stats

	2019	2020
Delivered	1,567,761	1,398,861
Open Rate	17.3%	18.8%
Click-Through-Rate	1.95%	1.47%
Click-to-Open-Rate	11.3%	7.8%
Unsubscribe Rate	0.27%	0.16%

Financial Quick Stats

	2019	2020
Bookings	388	124
Room Nights	942	271
Revenue	\$138,843.31	\$21,481.35
BPK	0.25	0.09
Conversion Rate	1.27%	0.60%

92% of emails delivered to Basics

Open rates up 1.5 pts YoY

MAU and Solos made up most emails and drove overall engagement

MARRIOTT
BONVOY

data axle

Performance Summary for Country: SOUTH AFRICA; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	1,567,761	1,398,861	-9.2%
Open Rate	17.3%	18.8%	1.5 pts.
Click-Through-Rate	1.95%	1.47%	-0.47 pts.
Click-to-Open-Rate	11.3%	7.8%	-3.4 pts.
Unsubscribe Rate	0.27%	0.16%	-0.09 pts.
Bookings	388	124	-67.9%
Room Nights	942	271	-71.1%
Revenue	\$138,843	\$21,481	-84.5%
BPK	0.25	0.09	-65%
Conversion Rate	1.27%	0.60%	-0.69 pts.

Executive Dashboard for Country: SOUTH AFRICA; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	347,187	2,259	484,388	241,435	45	42	263,862	4,234	45	55,363	1,398,861
% Diff. Deliv.	-26.6%	-89.1%	16.8%	-24.3%	-91.5%	-64.1%	88.8%	-91.1%	542.9%	60738.5%	-10.8%
Open Rate	17.3%	39.7%	20.7%	16.4%	31.1%	50.0%	14.4%	21.9%	4.4%	42.5%	18.8%
Diff. Open%	1.3 pts.	16.3 pts.	3.3 pts.	0.0 pts.	17.7 pts.	19.2 pts.	-4.9 pts.	-3.2 pts.	-52.7 pts.	23.8 pts.	1.6 pts.
Click-Through-Rate	1.86%	21.56%	1.55%	0.82%	0.00%	19.05%	0.99%	1.23%	2.22%	2.50%	1.47%
Diff. CTR	-0.50 pts.	13.19 pts.	0.12 pts.	-0.75 pts.	-0.75 pts.	13.92 pts.	0.22 pts.	-0.67 pts.	2.22 pts.	1.40 pts.	-0.48 pts.
Click-to-Open-Rate	10.7%	54.4%	7.5%	5.0%	0.0%	38.1%	6.9%	5.6%	50.0%	5.9%	7.8%
Diff. CTOR	-4.0 pts.	18.5 pts.	-0.8 pts.	-4.6 pts.	-5.6 pts.	21.4 pts.	2.9 pts.	-2.0 pts.	50.0 pts.	0.0 pts.	-3.5 pts.
Unsubscribe Rate	0.20%	0.27%	0.18%	0.18%	0.00%	0.00%	0.04%	0.12%	0.00%	0.28%	0.16%
Diff. Unsub%	-0.05 pts.	-0.04 pts.	-0.06 pts.	-0.12 pts.	-0.19 pts.	-0.85 pts.	-0.22 pts.	-0.03 pts.	0.00 pts.	0.28 pts.	-0.11 pts.
Bookings	38	7	53	15	0	0	9	0	0	2	124
% Diff. Bookings	-76.5%	-82.5%	-7.0%	-54.5%	-100.0%		28.6%	-100.0%			-68.0%
Room Nights	74.0	24.0	101.0	29.0	0.0	0.0	40.0	0.0	0.0	3.0	271.0
% Diff. Rmnts	-80.7%	-71.1%	-23.5%	-68.5%	-100.0%		150.0%	-100.0%			-71.2%
Revenue	\$5.3K	\$1.1K	\$6.8K	\$3.0K	\$0.0K	\$0.0K	\$5.1K	\$0.0K	\$0.0K	\$0.2K	\$21.5K
% Diff. Rev.	-90.9%	-89.4%	-61.4%	-81.5%	-100.0%		182.1%	-100.0%			-84.5%
BPK	0.11	3.10	0.11	0.06	0.00	0.00	0.03	0.00	0.00	0.04	0.09
% Diff. BPK	-0.68	0.61	-0.20	-0.40	-1.00		-0.32	-1.00			-0.64
Conversion Rate	0.59%	1.44%	0.71%	0.76%		0.00%	0.34%	0.00%	0.00%	0.14%	0.60%
Diff. Conv%	-0.86 pts.	-0.87 pts.	-0.25 pts.	0.10 pts.	-25.00 pts.	0.00 pts.	-0.31 pts.	-3.66 pts.	0.00 pts.	0.14 pts.	-0.67 pts.

Open rates were up for most categories, except METT, Moments, and Escapes

Bookings mostly from MAU & Solos

Executive Dashboard for Country: SOUTH AFRICA; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	1,196	1,295,519	23,130	7,432	6,977	58,507	6,100
% Diff. Deliv.	-49.7%	-6.5%	-40.4%	-78.8%	-45.7%	-30.7%	-31.7%
Open Rate	44.2%	18.3%	26.9%	31.0%	32.7%	22.5%	33.8%
Diff. Open%	5.6 pts.	1.9 pts.	-0.5 pts.	14.1 pts.	5.2 pts.	-1.6 pts.	1.2 pts.
Click-Through-Rate	8.03%	1.28%	4.45%	1.13%	6.78%	2.94%	7.69%
Diff. CTR	1.12 pts.	-0.44 pts.	0.33 pts.	-1.25 pts.	1.38 pts.	-0.37 pts.	0.67 pts.
Click-to-Open-Rate	18.1%	7.0%	16.5%	3.6%	20.7%	13.1%	22.7%
Diff. CTOR	0.3 pts.	-3.5 pts.	1.5 pts.	-10.5 pts.	1.1 pts.	-0.6 pts.	1.2 pts.
Unsubscribe Rate	0.00%	0.16%	0.03%	0.87%	0.09%	0.05%	0.00%
Diff. Unsub%	-0.04 pts.	-0.10 pts.	-0.05 pts.	-0.40 pts.	0.04 pts.	-0.07 pts.	-0.04 pts.
Bookings	2	77	24	0	4	15	2
% Diff. Bookings	-71.4%	-63.7%	-56.4%	-100.0%	-87.5%	-76.6%	-87.5%
Room Nights	15.0	137.0	79.0	0.0	4.0	32.0	4.0
% Diff. Rmnts	-40.0%	-74.5%	-40.6%	-100.0%	-94.4%	-74.8%	-90.5%
Revenue	\$0.5K	\$11.1K	\$6.9K	\$0.0K	\$0.1K	\$2.5K	\$0.3K
% Diff. Rev.	-88.1%	-87.0%	-68.5%	-100.0%	-97.4%	-83.7%	-95.0%
BPK	1.67	0.06	1.04	0.00	0.57	0.26	0.33
% Diff. BPK	-0.43	-0.61	-0.27	-1.00	-0.77	-0.66	-0.82
Conversion Rate	2.08%	0.46%	2.33%	0.00%	0.85%	0.87%	0.43%
Diff. Conv%	-2.18 pts.	-0.43 pts.	-1.11 pts.	-0.24 pts.	-3.77 pts.	-1.42 pts.	-2.13 pts.

Open rates
dipped for Gold
and Silver

Tier 2 Markets:

- Spain
- France
- South Africa
- **Saudi Arabia**



SAUDI ARABIA

Email Audience

277,165



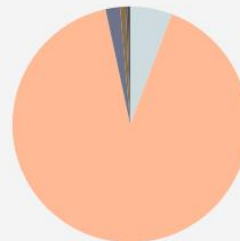
Languages

ENG	128,986
BEN	134,454
FRE	91
GER	24
SPA	30
CHS	23
ITA	3
JPN	6
POR	3
ARB	13,545



Level

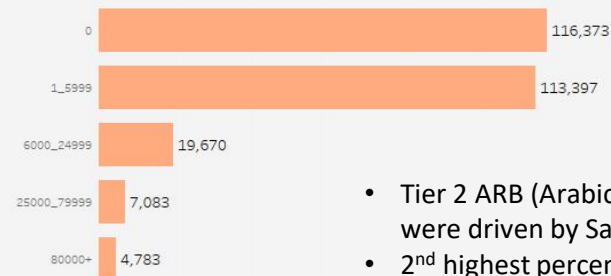
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	5.7%	15,859
Basic	90.9%	251,978
Silver	2.0%	5,548
Gold	0.8%	2,080
Platinum	0.3%	759
Titanium	0.3%	762
Ambassador	0.1%	179



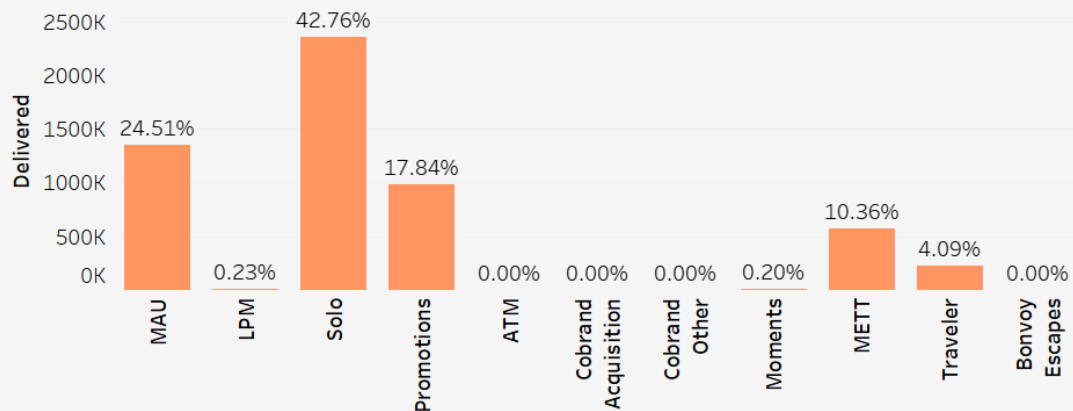
Member Point Balances



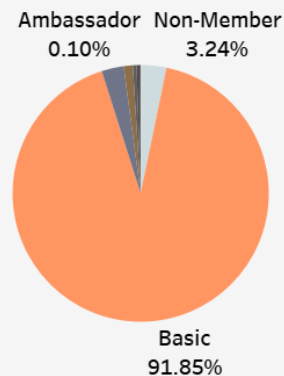
- Tier 2 ARB (Arabic) language counts were driven by Saudi Arabia
- 2nd highest percentage of Basic members across all tier 1-3 markets
- None of the Ambassadors have less than 6K points

Performance Summary for Country: SAUDI ARABIA; and Level: All

Date Range Jun - Oct



Delivered



Engagement Quick Stats

	2019	2020
Delivered	6,370,979	5,511,649
Open Rate	16.3%	19.3%
Click-Through-Rate	0.95%	0.65%
Click-to-Open-Rate	5.9%	3.4%
Unsubscribe Rate	0.22%	0.17%

Financial Quick Stats

	2019	2020
Bookings	650	130
Room Nights	2,285	326
Revenue	\$414,867.40	\$43,454.53
BPK	0.10	0.02
Conversion Rate	1.07%	0.36%

Saudi Arabia delivered counts made up 48% of all of tier 2 delivered emails

MAU and Solos made up most of delivered counts and generated the same number of bookings (53 each)

Performance Summary for Country: SAUDI ARABIA; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	6,370,979	5,511,649	-13.7%
Open Rate	16.3%	19.3%	2.9 pts.
Click-Through-Rate	0.95%	0.65%	-0.32 pts.
Click-to-Open-Rate	5.9%	3.4%	-2.6 pts.
Unsubscribe Rate	0.22%	0.17%	-0.05 pts.
Bookings	650	130	-80.3%
Room Nights	2,285	326	-86.0%
Revenue	\$414,867	\$43,455	-89.6%
BPK	0.10	0.02	-77%
Conversion Rate	1.07%	0.36%	-0.71 pts.

Executive Dashboard for Country: SAUDI ARABIA; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	1,350,716	12,758	2,357,024	983,107	268	158	571,043	10,900	49	225,622	5,511,649
% Diff. Deliv.	-11.0%	-91.9%	81.3%	-4.1%	-90.1%	-73.1%	-68.3%	-91.0%	48.5%	11518.0%	-13.5%
Open Rate	17.2%	29.0%	19.1%	17.2%	27.6%	46.2%	18.6%	25.2%	8.2%	43.6%	19.3%
Diff. Open%	1.9 pts.	7.9 pts.	3.6 pts.	2.1 pts.	11.1 pts.	21.8 pts.	1.2 pts.	-0.7 pts.	-4.0 pts.	24.4 pts.	3.0 pts.
Click-Through-Rate	0.80%	7.15%	0.64%	0.35%	1.12%	4.43%	0.56%	0.91%	2.04%	0.94%	0.65%
Diff. CTR	-0.63 pts.	4.71 pts.	-0.13 pts.	-0.54 pts.	0.34 pts.	1.36 pts.	0.05 pts.	-0.22 pts.	-4.02 pts.	0.38 pts.	-0.31 pts.
Click-to-Open-Rate	4.6%	24.6%	3.3%	2.1%	4.1%	9.6%	3.0%	3.6%	25.0%	2.2%	3.4%
Diff. CTOR	-4.6 pts.	13.1 pts.	-1.7 pts.	-3.9 pts.	-0.6 pts.	-3.0 pts.	0.1 pts.	-0.7 pts.	-25.0 pts.	-0.8 pts.	-2.5 pts.
Unsubscribe Rate	0.18%	0.37%	0.18%	0.17%	0.00%	0.00%	0.03%	0.09%	0.00%	0.31%	0.17%
Diff. Unsub%	-0.04 pts.	-0.19 pts.	-0.04 pts.	-0.06 pts.	-0.04 pts.	0.00 pts.	-0.15 pts.	-0.01 pts.	0.00 pts.	-0.26 pts.	-0.05 pts.
Bookings	53	5	53	9	0	0	7	0	0	3	130
% Diff. Bookings	-73.9%	-91.4%	-50.5%	-88.2%			-92.3%	-100.0%			-80.0%
Room Nights	132.0	22.0	128.0	27.0	0.0	0.0	12.0	0.0	0.0	5.0	326.0
% Diff. Rmnts	-78.7%	-89.9%	-64.4%	-91.1%			-96.5%	-100.0%			-85.7%
Revenue	\$18.5K	\$2.5K	\$15.4K	\$3.3K	\$0.0K	\$0.0K	\$2.5K	\$0.0K	\$0.0K	\$1.1K	\$43.5K
% Diff. Rev.	-82.4%	-91.8%	-76.1%	-94.4%			-96.0%	-100.0%			-89.5%
BPK	0.04	0.39	0.02	0.01	0.00	0.00	0.01	0.00	0.00	0.01	0.02
% Diff. BPK	-0.71	0.07	-0.73	-0.88			-0.76	-1.00			-0.77
Conversion Rate	0.49%	0.55%	0.35%	0.26%	0.00%	0.00%	0.22%	0.00%	0.00%	0.14%	0.36%
Diff. Conv%	-0.45 pts.	-0.96 pts.	-0.72 pts.	-0.57 pts.	0.00 pts.	0.00 pts.	-0.77 pts.	-1.91 pts.	0.00 pts.	0.14 pts.	-0.71 pts.

Solo bookings were down the least compared to other categories (-50% YoY vs.-74% or higher)

Executive Dashboard for Country: SAUDI ARABIA; and Level: Ambassador, Basic, Gold and 4 more

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	5,474	5,062,562	62,716	178,443	25,563	154,713	22,176
% Diff. Deliv.	-45.2%	-11.7%	-49.9%	-6.1%	-45.3%	-32.7%	-38.8%
Open Rate	44.0%	18.8%	27.7%	22.7%	34.5%	20.7%	35.7%
Diff. Open%	2.8 pts.	3.4 pts.	-0.2 pts.	6.0 pts.	3.0 pts.	-1.7 pts.	-0.8 pts.
Click-Through-Rate	6.67%	0.56%	2.47%	0.63%	4.43%	1.42%	5.13%
Diff. CTR	0.73 pts.	-0.29 pts.	0.01 pts.	0.10 pts.	0.97 pts.	-0.42 pts.	0.72 pts.
Click-to-Open-Rate	15.2%	2.9%	8.9%	2.8%	12.8%	6.9%	14.4%
Diff. CTOR	0.7 pts.	-2.5 pts.	0.1 pts.	-0.4 pts.	1.8 pts.	-1.3 pts.	2.3 pts.
Unsubscribe Rate	0.00%	0.17%	0.05%	0.28%	0.02%	0.07%	0.02%
Diff. Unsub%	-0.05 pts.	-0.05 pts.	-0.03 pts.	-0.05 pts.	0.00 pts.	-0.05 pts.	-0.03 pts.
Bookings	3	84	8	3	6	10	16
% Diff. Bookings	-85.7%	-72.4%	-89.2%	-50.0%	-89.1%	-91.0%	-79.7%
Room Nights	12.0	195.0	20.0	8.0	32.0	21.0	38.0
% Diff. Rmnts	-80.3%	-78.5%	-92.5%	-57.9%	-87.7%	-94.2%	-90.8%
Revenue	\$1.8K	\$27.2K	\$2.1K	\$1.0K	\$3.9K	\$4.0K	\$3.5K
% Diff. Rev.	-84.4%	-84.3%	-96.5%	-81.0%	-91.3%	-93.1%	-94.4%
BPK	0.55	0.02	0.13	0.02	0.23	0.06	0.72
% Diff. BPK	-0.74	-0.69	-0.78	-0.47	-0.80	-0.87	-0.67
Conversion Rate	0.82%	0.30%	0.52%	0.27%	0.53%	0.45%	1.41%
Diff. Conv%	-2.72 pts.	-0.33 pts.	-1.89 pts.	-0.33 pts.	-2.87 pts.	-2.16 pts.	-3.54 pts.

Open rates increased for most, but some Elites had declines

Tier 3:

- (IT) Italy
- (RU) Russia
- (TR) Turkey
- (QA) Qatar
- (PL) Poland
- (EG) Egypt
- Benelux
- Scandinavia

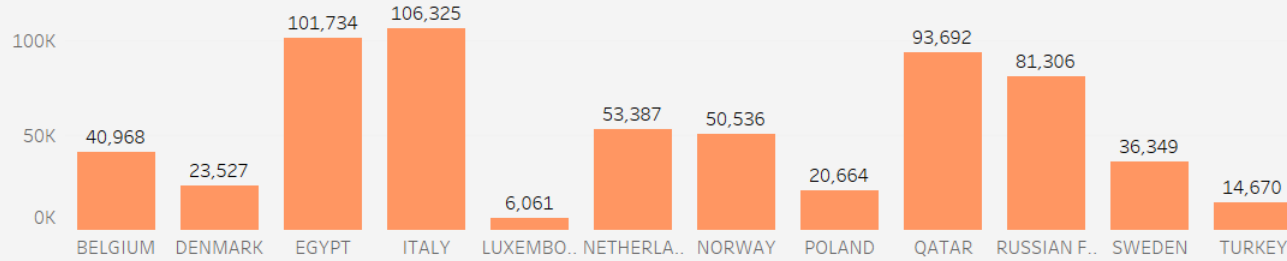
Audience Insights: Tier 3

- 629.2K members and non-members are emailable; split is 86% Basics, 7% non-members, and 7% Elite
- Continue to grow the emailable database; consider doing email collection incentives and/or email appends
- Language counts are high for mostly: ENG, BEN, ITA, and RUS
- 74% or 467.5K emailable members have less than 6,000 points; percentage aligns with Tier 1 markets
- Basic members make up over 85% of the low point balance audience
- Noticeable difference in point balances for Platinum to Ambassador members; over 70% have 80,000+ points
- Consider targeting messages by point balance to increase engagement:
 - **0-24.9K points:** encourage earning through redemption education, especially for newer members
 - **25K-80K+ points:** encourage point redemptions

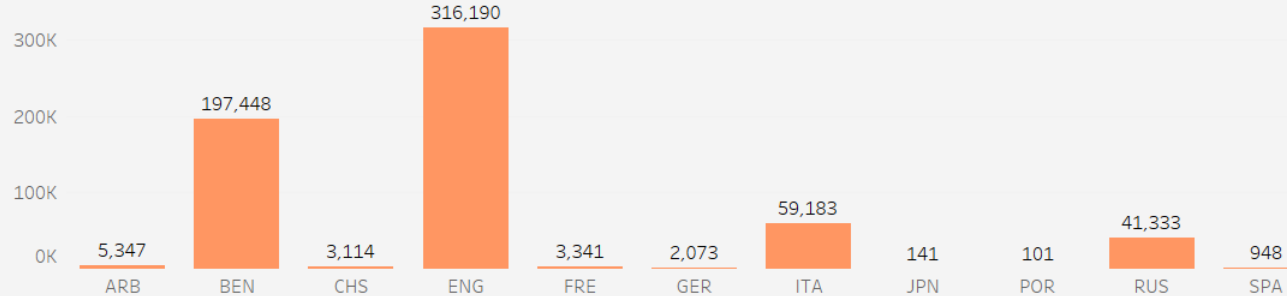
Audience Comparisons: Tier 3

BELGIUM DENMARK EGYPT ITALY LUXEMBOURG NETHERLANDS NORWAY POLAND
QATAR RUSSIAN FEDERATION SWEDEN TURKEY

Emailable Audience



Language Comparison



Performance Insights: Tier 3

- Delivered 12.6M emails June through October; delivery counts were down YoY across most countries and member levels
- Open rates were up for most markets, with increases ranging from 0.3 to 8 percentage points
 - Most languages and member levels also had increased rates
- CTORs were -1.8 pts. below previous year rates, which may have been impacted by the increase in open rates
 - Decline was consistent for most languages and member levels
- Overall, subscribers were engaged in communications as unsubscribe rates declined for all
- Bookings were down for all markets and languages, with only one market & language that increased (Russian)
- Consider tracking recent stayers vs. non-recent stayers to better understand campaign performance and offer engagement
 - Learnings can inform future testing and versioning

Performance Insights: Tier 3

- Solos made up 45% of emails delivered, driving overall engagement and financials (5.6M total, +39% YoY)
 - Open rates were +4.7 pts YoY and CTORs were +0.5 pts YoY
 - Category generated 701 bookings, -5% YoY; it was the lowest YoY decline compared to all other email categories
- Drive solos made up 54% of Solos and 59% of revenue for this time period
- 1.6M METT emails were delivered down just 2.1% YoY, but open and click rates remained strong with increases of 1.7 pts and 1.3 pts, respectively
 - Generated 67 bookings, -55% YoY

Tier 3 Markets:

- **Italy**
- Russia
- Turkey
- Qatar
- Poland
- Egypt
- Benelux
- Scandinavia



ITALY

Email Audience

106,325



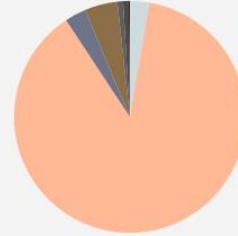
Languages

ENG	45,858
BEN	195
FRE	266
GER	296
SPA	416
CHS	167
ITA	59,035
JPN	30
POR	37
ARB	25



Level

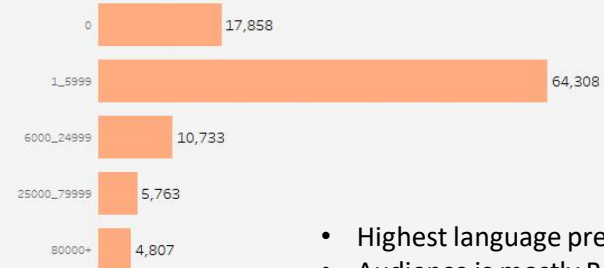
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	2.7%	2,856
Basic	88.0%	93,598
Silver	3.0%	3,184
Gold	4.6%	4,849
Platinum	0.8%	855
Titanium	0.8%	806
Ambassador	0.2%	177

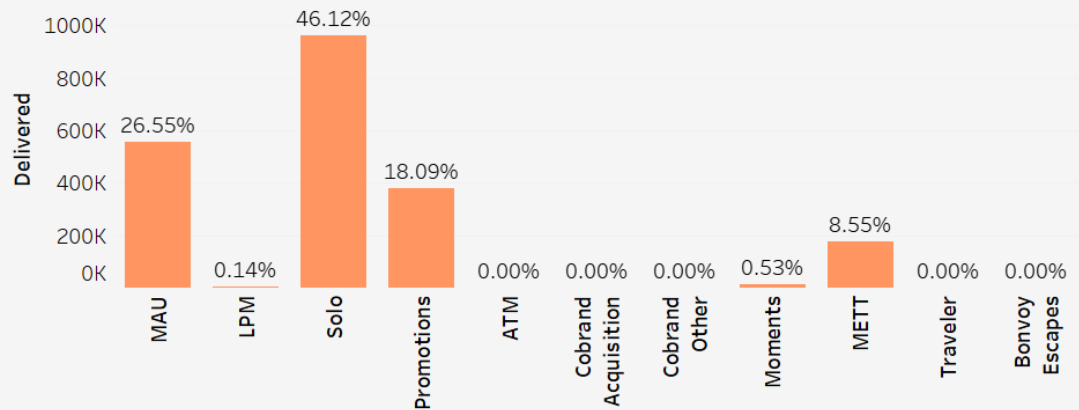


Member Point Balances

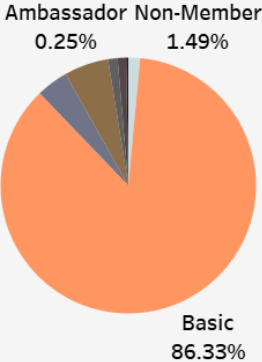


- Highest language preferences: ITA & ENG
- Audience is mostly Basic members

Performance Summary for Country: ITALY; and Level: All
Date Range Jun - Oct



Delivered



Engagement Quick Stats

	2019	2020
Delivered	2,396,631	2,087,147
Open Rate	18.5%	21.9%
Click-Through-Rate	1.42%	1.36%
Click-to-Open-Rate	7.7%	6.2%
Unsubscribe Rate	0.34%	0.27%

Financial Quick Stats

	2019	2020
Bookings	508	201
Room Nights	1,267	447
Revenue	\$224,749.61	\$93,339.53
BPK	0.21	0.10
Conversion Rate	1.49%	0.71%

Open rates increased 3.4 pts YoY

Solos were the main driver of engagement and bookings totaling 46% of delivered emails

Performance Summary for Country: ITALY; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	2,396,631	2,087,147	-12.9%
Open Rate	18.5%	21.9%	3.4 pts.
Click-Through-Rate	1.42%	1.36%	-0.06 pts.
Click-to-Open-Rate	7.7%	6.2%	-1.5 pts.
Unsubscribe Rate	0.34%	0.27%	-0.07 pts.
Bookings	508	201	-60.4%
Room Nights	1,267	447	-64.7%
Revenue	\$224,750	\$93,340	-58.5%
BPK	0.21	0.10	-55%
Conversion Rate	1.49%	0.71%	-0.79 pts.

Executive Dashboard for Country: ITALY; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	554,188	2,865	962,680	377,525	87	65	178,525	11,071	94	46	2,087,147
% Diff. Deliv.	-34.0%	-47.4%	62.3%	-34.6%	-94.2%	-59.6%	57.4%	-92.4%	56.7%	-78.9%	-12.9%
Open Rate	21.4%	57.8%	22.2%	20.0%	26.4%	52.3%	24.9%	28.1%	35.1%	32.6%	21.9%
Diff. Open%	4.1 pts.	22.9 pts.	4.1 pts.	2.7 pts.	8.3 pts.	22.5 pts.	2.9 pts.	0.1 pts.	-9.9 pts.	0.5 pts.	3.4 pts.
Click-Through-Rate	1.24%	28.27%	1.43%	0.69%	0.00%	1.54%	2.30%	1.26%	2.13%	0.00%	1.36%
Diff. CTR	-0.31 pts.	18.58 pts.	0.38 pts.	-0.80 pts.	-0.66 pts.	-2.19 pts.	1.40 pts.	-0.48 pts.	0.46 pts.	-0.92 pts.	-0.06 pts.
Click-to-Open-Rate	5.8%	48.9%	6.5%	3.5%	0.0%	2.9%	9.2%	4.5%	6.1%	0.0%	6.2%
Diff. CTOR	-3.1 pts.	21.2 pts.	0.6 pts.	-5.1 pts.	-3.6 pts.	-9.6 pts.	5.2 pts.	-1.7 pts.	2.4 pts.	-2.9 pts.	-1.5 pts.
Unsubscribe Rate	0.29%	0.38%	0.25%	0.28%	0.00%	0.00%	0.26%	0.12%	0.00%	0.00%	0.27%
Diff. Unsub%	-0.08 pts.	0.26 pts.	-0.07 pts.	-0.09 pts.	-0.13 pts.	0.00 pts.	0.00 pts.	0.00 pts.	0.00 pts.	0.00 pts.	-0.07 pts.
Bookings	57	16	100	25	0	0	2	1	0	0	201
% Diff. Bookings	-68.5%	-20.0%	-9.9%	-71.9%			-85.7%	-96.4%			-60.4%
Room Nights	127.0	31.0	222.0	58.0	0.0	0.0	7.0	2.0	0.0	0.0	447.0
% Diff. Rmnts	-72.5%	-56.3%	-21.8%	-69.3%			-80.6%	-97.8%			-64.7%
Revenue	\$35.4K	\$7.5K	\$41.3K	\$6.8K	\$0.0K	\$0.0K	\$1.7K	\$0.6K	\$0.0K	\$0.0K	\$93.3K
% Diff. Rev.	-63.7%	-41.5%	-7.7%	-75.5%			-69.0%	-96.5%			-58.5%
BPK	0.10	5.58	0.10	0.07	0.00	0.00	0.01	0.09	0.00	0.00	0.10
% Diff. BPK	-0.52	0.52	-0.44	-0.57			-0.91	-0.53			-0.55
Conversion Rate	0.83%	1.98%	0.72%	0.95%		0.00%	0.05%	0.71%	0.00%		0.71%
Diff. Conv%	-0.56 pts.	-1.81 pts.	-1.05 pts.	-0.08 pts.	0.00 pts.	0.00 pts.	-1.33 pts.	-0.39 pts.	0.00 pts.	0.00 pts.	-0.79 pts.

Solos had the lowest decline in bookings (-9% YoY) compared to other email categories and other tier 3 countries

Executive Dashboard for Country: ITALY; and Level: Ambassador, Basic, Gold and 4 more

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	5,217	1,801,885	117,836	31,031	24,950	83,852	22,376
% Diff. Deliv.	-44.1%	-10.5%	-22.6%	-13.3%	-35.4%	-26.9%	-32.0%
Open Rate	48.2%	20.6%	29.2%	30.2%	38.6%	24.3%	40.6%
Diff. Open%	6.8 pts.	4.1 pts.	1.2 pts.	8.2 pts.	1.2 pts.	-0.9 pts.	2.8 pts.
Click-Through-Rate	10.39%	1.04%	2.89%	1.06%	6.12%	2.52%	7.75%
Diff. CTR	2.83 pts.	-0.02 pts.	0.04 pts.	0.03 pts.	0.67 pts.	-0.20 pts.	1.76 pts.
Click-to-Open-Rate	21.6%	5.0%	9.9%	3.5%	15.9%	10.3%	19.1%
Diff. CTOR	3.3 pts.	-1.4 pts.	-0.3 pts.	-1.1 pts.	1.3 pts.	-0.4 pts.	3.3 pts.
Unsubscribe Rate	0.02%	0.29%	0.08%	0.76%	0.05%	0.09%	0.04%
Diff. Unsub%	0.01 pts.	-0.08 pts.	-0.08 pts.	-0.05 pts.	0.01 pts.	-0.02 pts.	-0.01 pts.
Bookings	5	86	39	0	29	6	36
% Diff. Bookings	-64.3%	-53.8%	-35.0%		-75.2%	-84.6%	-60.9%
Room Nights	16.0	166.0	87.0	0.0	70.0	13.0	95.0
% Diff. Rmnts	-55.6%	-65.0%	-51.9%		-72.7%	-88.1%	-55.0%
Revenue	\$2.4K	\$43.3K	\$18.4K	\$0.0K	\$13.8K	\$2.5K	\$12.9K
% Diff. Rev.	-51.4%	-52.1%	-55.6%		-69.3%	-83.0%	-54.7%
BPK	0.96	0.05	0.33	0.00	1.16	0.07	1.61
% Diff. BPK	-0.36	-0.48	-0.16		-0.62	-0.79	-0.42
Conversion Rate	0.92%	0.46%	1.14%	0.00%	1.90%	0.28%	2.08%
Diff. Conv%	-1.06 pts.	-0.41 pts.	-0.24 pts.	0.00 pts.	-3.65 pts.	-0.97 pts.	-2.59 pts.

Open rates were up for most levels, except a slight decline with Silver

Tier 3 Markets:

- Italy
- **Russia**
- Turkey
- Qatar
- Poland
- Egypt
- Benelux
- Scandinavia



RUSSIAN FEDERATION

Email Audience

81,306



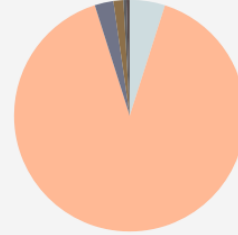
Languages

ENG	39,421
BEN	142
FRE	66
GER	91
SPA	58
CHS	64
ITA	20
JPN	8
POR	3
ARB	101
RUS	41,332



Level

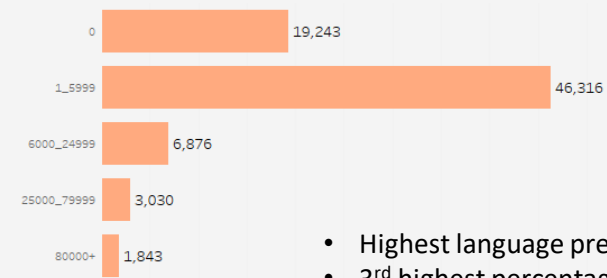
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	4.9%	3,998
Basic	90.2%	73,355
Silver	2.6%	2,124
Gold	1.4%	1,136
Platinum	0.4%	331
Titanium	0.4%	299
Ambassador	0.1%	63

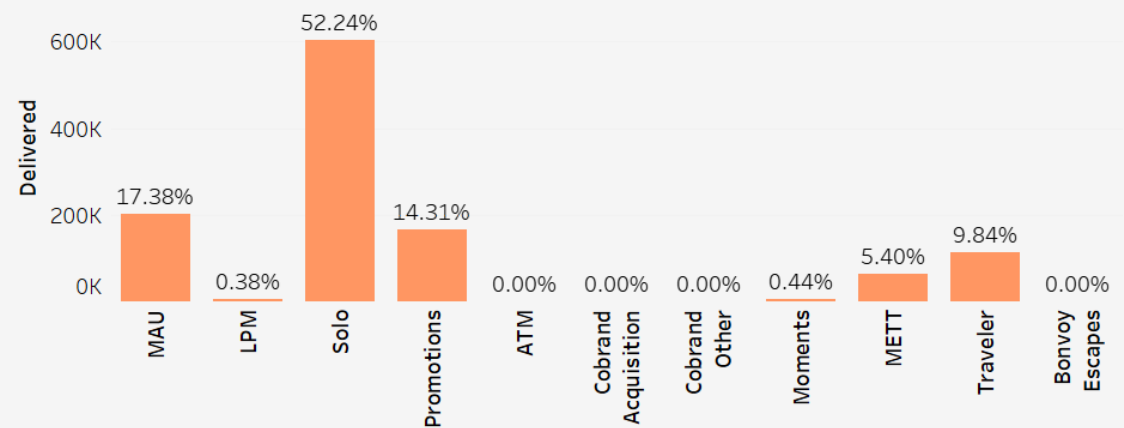


Member Point Balances



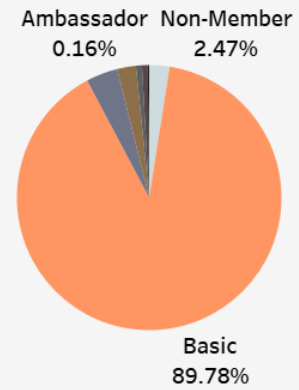
- Highest language preferences: RUS & ENG
- 3rd highest percentage of Basic members across all tier 1-3 markets

Performance Summary for Country: RUSSIAN FEDERATION; and Level: All
Date Range Jun - Oct



Delivered

- Non-Member
- Basic
- Silver
- Gold
- Platinum
- Titanium
- Ambassador



Engagement Quick Stats

	2019	2020
Delivered	1,066,922	1,156,232
Open Rate	17.7%	21.7%
Click-Through-Rate	1.15%	1.56%
Click-to-Open-Rate	6.5%	7.2%
Unsubscribe Rate	0.46%	0.32%

Financial Quick Stats

	2019	2020
Bookings	255	340
Room Nights	808	841
Revenue	\$168,007.10	\$94,754.58
BPK	0.24	0.29
Conversion Rate	2.08%	1.89%

Russia was the only one in this tier that had increases in:

- Delivered counts +8.4% YoY
- CTOR +0.7 pts. YoY (mostly from Russian language, +4.4 pts YoY)
- Bookings +32% YoY (mostly from Russian language, +410% YoY)

Performance Summary for Country: RUSSIAN FEDERATION; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	1,066,922	1,156,232	7.3%
Open Rate	17.7%	21.7%	3.9 pts.
Click-Through-Rate	1.15%	1.56%	0.41 pts.
Click-to-Open-Rate	6.5%	7.2%	0.7 pts.
Unsubscribe Rate	0.46%	0.32%	-0.13 pts.
Bookings	255	340	32.2%
Room Nights	808	841	3.5%
Revenue	\$168,007	\$94,755	-43.8%
BPK	0.24	0.29	23%
Conversion Rate	2.08%	1.89%	-0.19 pts.

Executive Dashboard for Country: RUSSIAN FEDERATION; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	200,957	4,399	604,053	165,466	44	21	62,388	5,082	33	113,788	1,156,232
% Diff. Deliv.	-33.6%	56.8%	113.0%	-21.9%	-89.7%	-72.7%	-52.8%	-91.1%	312.5%	122252.7%	8.4%
Open Rate	17.9%	52.9%	23.5%	15.3%	36.4%	57.1%	20.6%	25.2%	45.5%	27.1%	21.7%
Diff. Open%	3.5 pts.	17.3 pts.	5.4 pts.	0.0 pts.	16.2 pts.	24.7 pts.	0.1 pts.	-5.1 pts.	-42.0 pts.	2.4 pts.	3.9 pts.
Click-Through-Rate	0.93%	21.62%	2.11%	0.53%	0.00%	14.29%	0.93%	0.77%	9.09%	0.84%	1.56%
Diff. CTR	-0.31 pts.	12.24 pts.	0.99 pts.	-0.47 pts.	-0.23 pts.	11.69 pts.	0.32 pts.	-0.94 pts.	-3.41 pts.	-1.31 pts.	0.41 pts.
Click-to-Open-Rate	5.2%	40.8%	9.0%	3.4%	0.0%	25.0%	4.5%	3.0%	20.0%	3.1%	7.2%
Diff. CTOR	-3.4 pts.	14.5 pts.	2.8 pts.	-3.0 pts.	-1.2 pts.	17.0 pts.	1.5 pts.	-2.6 pts.	5.7 pts.	-5.6 pts.	0.7 pts.
Unsubscribe Rate	0.37%	0.39%	0.31%	0.34%	0.00%	0.00%	0.12%	0.22%	0.00%	0.38%	0.32%
Diff. Unsub%	-0.09 pts.	0.32 pts.	-0.22 pts.	-0.23 pts.	-0.23 pts.	-1.30 pts.	-0.11 pts.	-0.02 pts.	0.00 pts.	0.38 pts.	-0.14 pts.
Bookings	35	36	244	13	0	0	4	0	2	6	340
% Diff. Bookings	-44.4%	125.0%	238.9%	-66.7%			-69.2%	-100.0%			33.3%
Room Nights	88.0	87.0	627.0	20.0	0.0	0.0	7.0	0.0	2.0	10.0	841.0
% Diff. Rmnts	-50.3%	81.3%	223.2%	-82.8%			-82.9%	-100.0%			4.1%
Revenue	\$8.9K	\$9.6K	\$71.5K	\$1.9K	\$0.0K	\$0.0K	\$0.2K	\$0.0K	\$0.1K	\$2.5K	\$94.8K
% Diff. Rev.	-83.4%	-5.8%	138.1%	-90.8%			-97.4%	-100.0%			-43.6%
BPK	0.17	8.18	0.40	0.08	0.00	0.00	0.06	0.00	60.61	0.05	0.29
% Diff. BPK	-0.16	0.43	0.59	-0.57			-0.35	-1.00			0.23
Conversion Rate	1.88%	3.79%	1.92%	1.50%		0.00%	0.69%	0.00%	66.67%	0.63%	1.89%
Diff. Conv%	0.20 pts.	-2.30 pts.	-0.36 pts.	-0.36 pts.	0.00 pts.	0.00 pts.	-0.91 pts.	-3.50 pts.	66.67 pts.	0.63 pts.	-0.19 pts.

Solos had the biggest lift at +239% YoY compared to other email categories and other tier 3 countries

Executive Dashboard for Country: RUSSIAN FEDERATION; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	1,898	1,038,028	26,512	28,510	8,362	44,864	8,058
% Diff. Deliv.	-8.5%	11.3%	-25.6%	78.8%	-35.3%	-18.1%	-38.9%
Open Rate	43.8%	20.6%	31.6%	26.6%	43.5%	27.7%	44.3%
Diff. Open%	4.1 pts.	4.7 pts.	0.2 pts.	5.2 pts.	3.2 pts.	0.3 pts.	7.0 pts.
Click-Through-Rate	8.17%	1.37%	3.85%	1.39%	5.73%	2.80%	6.30%
Diff. CTR	1.95 pts.	0.44 pts.	1.10 pts.	0.57 pts.	1.45 pts.	0.50 pts.	1.93 pts.
Click-to-Open-Rate	18.7%	6.6%	12.2%	5.2%	13.2%	10.1%	14.2%
Diff. CTOR	3.0 pts.	0.8 pts.	3.4 pts.	1.4 pts.	2.5 pts.	1.7 pts.	2.5 pts.
Unsubscribe Rate	0.05%	0.34%	0.09%	0.57%	0.04%	0.10%	0.05%
Diff. Unsub%	0.05 pts.	-0.15 pts.	-0.06 pts.	-0.64 pts.	-0.01 pts.	-0.08 pts.	-0.01 pts.
Bookings	14	213	34	3	23	33	20
% Diff. Bookings	-54.8%	110.9%	-22.7%		27.8%	-2.9%	-25.9%
Room Nights	24.0	614.0	45.0	5.0	55.0	64.0	34.0
% Diff. Rmnts	-77.4%	129.1%	-72.0%		-3.5%	-42.9%	-67.3%
Revenue	\$3.6K	\$76.6K	\$2.9K	\$0.3K	\$4.5K	\$3.7K	\$3.1K
% Diff. Rev.	-73.6%	-3.4%	-91.5%		-42.2%	-82.2%	-73.6%
BPK	7.38	0.21	1.28	0.11	2.75	0.74	2.48
% Diff. BPK	-0.51	0.89	0.04		0.97	0.19	0.21
Conversion Rate	9.03%	1.50%	3.33%	0.76%	4.80%	2.63%	3.94%
Diff. Conv%	-15.00 pts.	0.33 pts.	-1.16 pts.	0.76 pts.	1.55 pts.	-0.07 pts.	-0.74 pts.

Sent more Basic and non-member emails YoY

Basics drove overall engagement

Tier 3 Markets:

- Italy
- Russia
- **Turkey**
- Qatar
- Poland
- Egypt
- Benelux
- Scandinavia



TURKEY

Email Audience

14,670

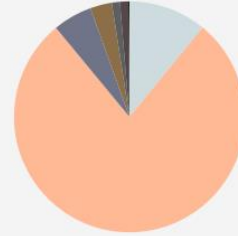


Languages

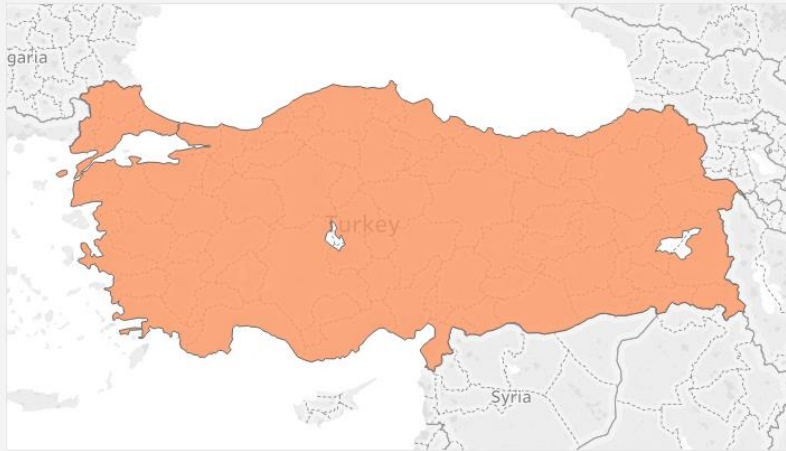
ENG	5,270
BEN	9,326
FRE	13
GER	22
SPA	13
CHS	4
JPN	2
ARB	20

Level

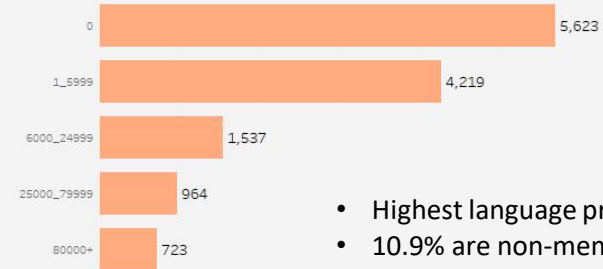
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	10.9%	1,604
Basic	78.1%	11,456
Silver	5.5%	806
Gold	3.0%	447
Platinum	1.1%	164
Titanium	1.2%	171
Ambassador	0.1%	22



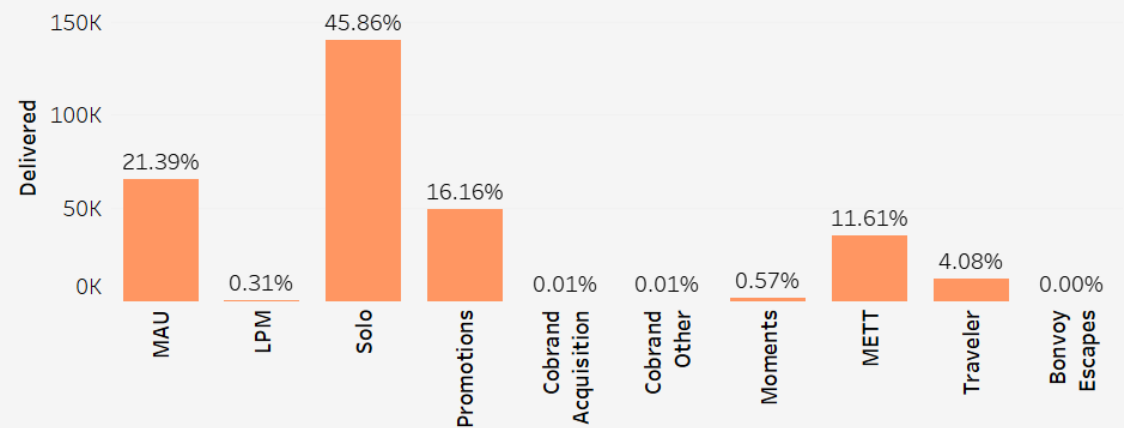
Member Point Balances



- Highest language preferences: BEN & ENG
- 10.9% are non-members; 2nd highest compared to other tier 3 markets
- Lowest percentage of Basic members of all tier 1-3 markets

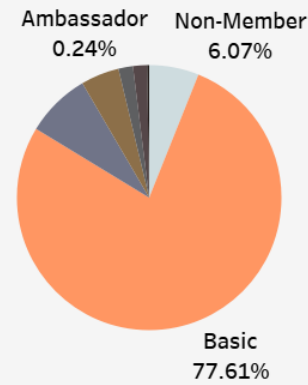
Performance Summary for Country: TURKEY; and Level: All

Date Range Jun - Oct



Delivered

- Non-Member
- Basic
- Silver
- Gold
- Platinum
- Titanium
- Ambassador



Engagement Quick Stats

	2019	2020
Delivered	350,184	305,732
Open Rate	21.9%	22.4%
Click-Through-Rate	1.15%	1.08%
Click-to-Open-Rate	5.2%	4.8%
Unsubscribe Rate	0.17%	0.11%

Financial Quick Stats

	2019	2020
Bookings	63	14
Room Nights	277	34
Revenue	\$56,137.23	\$8,328.93
BPK	0.18	0.05
Conversion Rate	1.57%	0.43%

- Delivered counts were -12% YoY
- Open rates were up YoY and across all email categories

Performance Summary for Country: TURKEY; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	350,184	305,732	-8.9%
Open Rate	21.9%	22.4%	0.1 pts.
Click-Through-Rate	1.15%	1.08%	-0.12 pts.
Click-to-Open-Rate	5.2%	4.8%	-0.5 pts.
Unsubscribe Rate	0.17%	0.11%	-0.04 pts.
Bookings	63	14	-77.0%
Room Nights	277	34	-86.0%
Revenue	\$56,137	\$8,329	-81.2%
BPK	0.18	0.05	-75%
Conversion Rate	1.57%	0.43%	-1.14 pts.

Executive Dashboard for Country: TURKEY; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	65,392	944	140,210	49,408	26	19	35,486	1,755	15	12,477	305,732
% Diff. Deliv.	-6.3%	-83.0%	71.6%	-11.1%	-91.4%	-66.1%	-61.3%	-91.1%	150.0%	16760.8%	-12.7%
Open Rate	20.3%	45.0%	22.2%	19.4%	11.5%	47.4%	23.0%	23.7%	0.0%	43.3%	22.4%
Diff. Open%	-0.9 pts.	16.6 pts.	1.4 pts.	-0.7 pts.	-11.7 pts.	17.0 pts.	0.1 pts.	-2.2 pts.	-66.7 pts.	24.4 pts.	0.5 pts.
Click-Through-Rate	1.06%	17.48%	1.11%	0.62%	3.85%	10.53%	1.08%	0.68%	0.00%	1.37%	1.08%
Diff. CTR	-0.69 pts.	12.61 pts.	0.13 pts.	-0.61 pts.	3.18 pts.	3.38 pts.	0.66 pts.	-0.51 pts.	0.00 pts.	-1.33 pts.	-0.07 pts.
Click-to-Open-Rate	5.2%	38.8%	5.0%	3.2%	33.3%	22.2%	4.7%	2.9%		3.2%	4.8%
Diff. CTOR	-3.0 pts.	21.7 pts.	0.3 pts.	-2.9 pts.	30.5 pts.	-1.3 pts.	2.9 pts.	-1.7 pts.	0.0 pts.	-11.1 pts.	-0.4 pts.
Unsubscribe Rate	0.11%	0.00%	0.12%	0.12%	0.00%	0.00%	0.06%	0.06%	0.00%	0.16%	0.11%
Diff. Unsub%	-0.02 pts.	-0.22 pts.	-0.03 pts.	-0.08 pts.	0.00 pts.	0.00 pts.	-0.13 pts.	-0.03 pts.	0.00 pts.	0.16 pts.	-0.06 pts.
Bookings	4	0	7	1	0	0	2	0	0	0	14
% Diff. Bookings	-82.6%	-100.0%	0.0%	-83.3%			-71.4%				-77.8%
Room Nights	12.0	0.0	12.0	2.0	0.0	0.0	8.0	0.0	0.0	0.0	34.0
% Diff. Rmnts	-86.7%	-100.0%	-53.8%	-92.9%			-81.8%				-87.7%
Revenue	\$4.0K	\$0.0K	\$3.0K	\$0.1K	\$0.0K	\$0.0K	\$1.2K	\$0.0K	\$0.0K	\$0.0K	\$8.3K
% Diff. Rev.	-77.3%	-100.0%	-7.2%	-98.3%			-90.8%				-85.2%
BPK	0.06	0.00	0.05	0.02	0.00	0.00	0.06	0.00	0.00	0.00	0.05
% Diff. BPK	-0.81	-1.00	-0.42	-0.81			-0.26				-0.75
Conversion Rate	0.58%	0.00%	0.45%	0.33%	0.00%	0.00%	0.52%	0.00%		0.00%	0.43%
Diff. Conv%	-1.31 pts.	-5.19 pts.	-0.43 pts.	-0.55 pts.	0.00 pts.	0.00 pts.	-1.32 pts.	0.00 pts.	0.00 pts.	0.00 pts.	-1.14 pts.

Delivered 72% more solos YoY that led to more opens and clicks, but bookings were flat

Executive Dashboard for Country: TURKEY; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	739	237,286	14,288	18,565	5,448	24,190	5,216
% Diff. Deliv.	-66.4%	-1.3%	-40.1%	-46.7%	-47.1%	-20.4%	-37.1%
Open Rate	33.8%	20.9%	27.3%	29.1%	34.8%	22.5%	39.0%
Diff. Open%	7.1 pts.	0.3 pts.	2.5 pts.	8.0 pts.	4.1 pts.	-2.4 pts.	4.9 pts.
Click-Through-Rate	7.31%	0.73%	2.26%	0.71%	5.36%	1.88%	6.00%
Diff. CTR	4.08 pts.	-0.16 pts.	0.16 pts.	0.25 pts.	2.13 pts.	0.18 pts.	2.20 pts.
Click-to-Open-Rate	21.6%	3.5%	8.3%	2.4%	15.4%	8.4%	15.4%
Diff. CTOR	9.5 pts.	-0.8 pts.	-0.2 pts.	0.3 pts.	4.9 pts.	1.5 pts.	4.3 pts.
Unsubscribe Rate	0.00%	0.12%	0.06%	0.27%	0.02%	0.06%	0.00%
Diff. Unsub%	0.00 pts.	-0.05 pts.	0.00 pts.	-0.14 pts.	-0.04 pts.	-0.05 pts.	-0.04 pts.
Bookings	0	4	4	0	0	2	4
% Diff. Bookings	-100.0%	-85.2%	-60.0%	-100.0%	-100.0%	-75.0%	100.0%
Room Nights	0.0	9.0	13.0	0.0	0.0	5.0	7.0
% Diff. Rmnts	-100.0%	-93.0%	-40.9%	-100.0%	-100.0%	-80.8%	0.0%
Revenue	\$0.0K	\$1.7K	\$3.0K	\$0.0K	\$0.0K	\$1.0K	\$2.6K
% Diff. Rev.	-100.0%	-92.5%	-41.5%	-100.0%	-100.0%	-84.7%	408.6%
BPK	0.00	0.02	0.28	0.00	0.00	0.08	0.77
% Diff. BPK	-1.00	-0.85	-0.33	-1.00	-1.00	-0.69	2.18
Conversion Rate	0.00%	0.23%	1.24%	0.00%	0.00%	0.44%	1.28%
Diff. Conv%	-7.04 pts.	-1.04 pts.	-0.76 pts.	-1.25 pts.	-2.70 pts.	-1.10 pts.	0.64 pts.

Maintained Basic delivered counts with only a small YoY decline

Silver was the only level with open rate declines

Captured more clicks resulting in high CTORs for most levels

Tier 3 Markets:

- Italy
- Russia
- Turkey
- **Qatar**
- Poland
- Egypt
- Benelux
- Scandinavia



QATAR

Email Audience

93,692

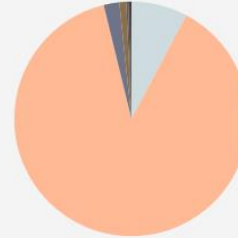


Languages

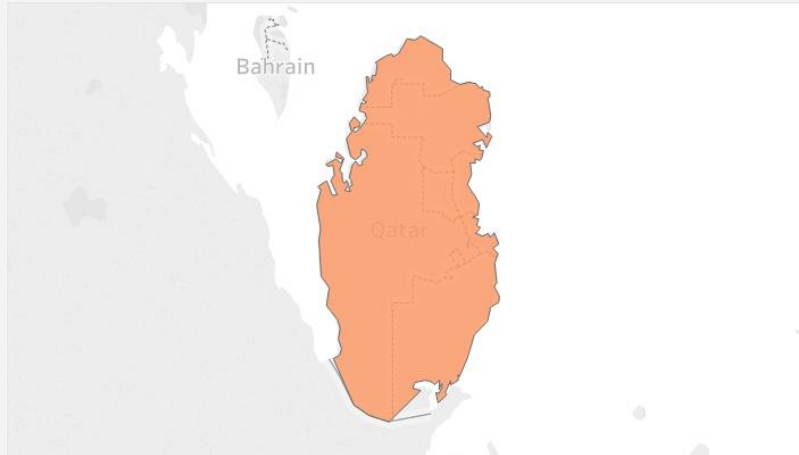
ENG	45,333
BEN	44,691
FRE	70
GER	16
SPA	37
CHS	16
ITA	17
JPN	24
POR	7
ARB	3,481

Level

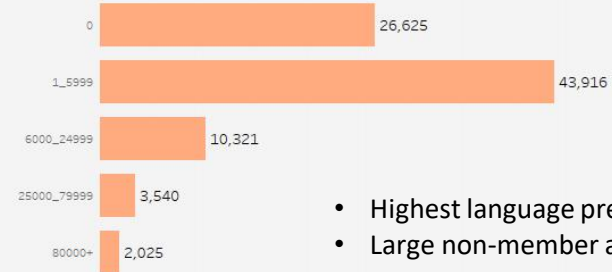
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	7.8%	7,265
Basic	88.5%	82,878
Silver	2.2%	2,015
Gold	0.9%	879
Platinum	0.3%	253
Titanium	0.3%	276
Ambassador	0.1%	126



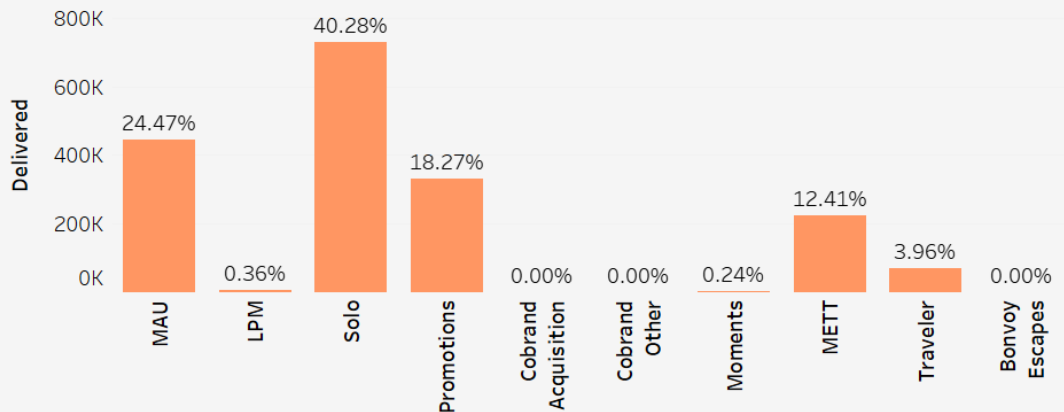
Member Point Balances



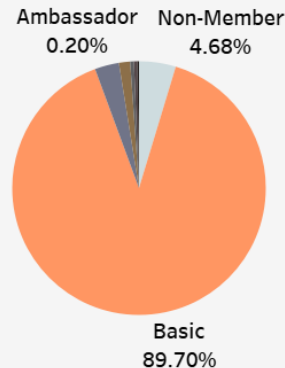
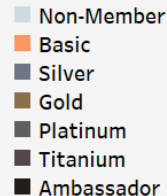
- Highest language preferences: ENG & BEN
- Large non-member audience at 7.8%

Performance Summary for Country: QATAR; and Level: All

Date Range Jun - Oct



Delivered



Engagement Quick Stats

	2019	2020
Delivered	2,307,412	1,810,974
Open Rate	15.9%	20.6%
Click-Through-Rate	0.96%	0.90%
Click-to-Open-Rate	6.0%	4.4%
Unsubscribe Rate	0.25%	0.18%

Financial Quick Stats

	2019	2020
Bookings	112	50
Room Nights	408	144
Revenue	\$135,898.81	\$29,076.09
BPK	0.05	0.03
Conversion Rate	0.51%	0.31%

Open rates were above previous year, but click rates declined

MAU generated almost half of 2020 bookings (total of 24)

Performance Summary for Country: QATAR; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	2,307,412	1,810,974	-22.2%
Open Rate	15.9%	20.6%	4.6 pts.
Click-Through-Rate	0.96%	0.90%	-0.06 pts.
Click-to-Open-Rate	6.0%	4.4%	-1.7 pts.
Unsubscribe Rate	0.25%	0.18%	-0.07 pts.
Bookings	112	50	-56.3%
Room Nights	408	144	-65.2%
Revenue	\$135,899	\$29,076	-78.9%
BPK	0.05	0.03	-44%
Conversion Rate	0.51%	0.31%	-0.21 pts.

Executive Dashboard for Country: QATAR; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	443,209	6,447	729,494	330,822	65	39	224,756	4,330	8	71,804	1,810,974
% Diff. Deliv.	-19.4%	-87.3%	52.2%	-12.5%	-93.7%	-75.2%	-64.2%	-90.9%	-61.9%	12132.4%	-21.5%
Open Rate	18.8%	30.0%	20.7%	17.9%	44.6%	35.9%	19.3%	26.8%	25.0%	45.0%	20.6%
Diff. Open%	3.6 pts.	10.0 pts.	5.8 pts.	3.0 pts.	26.1 pts.	12.3 pts.	2.6 pts.	0.3 pts.	25.0 pts.	31.2 pts.	4.7 pts.
Click-Through-Rate	1.19%	8.11%	0.83%	0.40%	0.00%	2.56%	0.98%	0.48%	0.00%	1.22%	0.90%
Diff. CTR	-0.36 pts.	5.01 pts.	0.15 pts.	-0.51 pts.	-0.77 pts.	1.93 pts.	0.53 pts.	-0.58 pts.	0.00 pts.	-1.85 pts.	-0.06 pts.
Click-to-Open-Rate	6.3%	27.0%	4.0%	2.2%	0.0%	7.1%	5.1%	1.8%	0.0%	2.7%	4.4%
Diff. CTOR	-3.8 pts.	11.5 pts.	-0.5 pts.	-3.9 pts.	-4.2 pts.	4.4 pts.	2.4 pts.	-2.2 pts.	0.0 pts.	-19.5 pts.	-1.6 pts.
Unsubscribe Rate	0.21%	0.48%	0.19%	0.19%	0.00%	0.00%	0.04%	0.12%	0.00%	0.30%	0.18%
Diff. Unsub%	-0.03 pts.	-0.25 pts.	-0.06 pts.	-0.07 pts.	-0.10 pts.	-0.64 pts.	-0.19 pts.	0.02 pts.	0.00 pts.	0.13 pts.	-0.07 pts.
Bookings	24	2	19	2	0	0	2	0	0	1	50
% Diff. Bookings	-33.3%	-77.8%	18.8%	-80.0%			-88.2%	-100.0%			-55.4%
Room Nights	65.0	7.0	35.0	3.0	0.0	0.0	3.0	0.0	0.0	31.0	144.0
% Diff. Rmnts	-43.0%	-53.3%	-59.8%	-95.1%			-95.8%	-100.0%			-64.7%
Revenue	\$16.9K	\$1.4K	\$4.8K	\$0.5K	\$0.0K	\$0.0K	\$0.9K	\$0.0K	\$0.0K	\$4.5K	\$29.1K
% Diff. Rev.	-79.2%	-72.2%	-56.4%	-93.9%			-94.7%	-100.0%			-78.6%
BPK	0.05	0.31	0.03	0.01	0.00	0.00	0.01	0.00	0.00	0.01	0.03
% Diff. BPK	-0.17	0.75	-0.22	-0.77			-0.67	-1.00			-0.43
Conversion Rate	0.46%	0.38%	0.31%	0.15%		0.00%	0.09%	0.00%		0.11%	0.31%
Diff. Conv%	0.03 pts.	-0.19 pts.	-0.18 pts.	-0.14 pts.	0.00 pts.	0.00 pts.	-0.50 pts.	-0.40 pts.	0.00 pts.	0.11 pts.	-0.20 pts.

Delivering more solo helped increase YoY bookings

MAU generated almost half of total bookings

Executive Dashboard for Country: QATAR; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	3,637	1,624,427	25,541	84,744	8,564	56,206	7,855
% Diff. Deliv.	-42.4%	-21.0%	-39.6%	-5.5%	-41.9%	-33.2%	-46.5%
Open Rate	41.8%	20.0%	29.1%	22.6%	36.9%	25.1%	35.5%
Diff. Open%	4.4 pts.	5.0 pts.	1.6 pts.	4.9 pts.	3.6 pts.	1.7 pts.	5.2 pts.
Click-Through-Rate	6.82%	0.81%	2.35%	0.82%	4.01%	1.64%	4.32%
Diff. CTR	1.32 pts.	-0.06 pts.	0.16 pts.	0.06 pts.	0.98 pts.	0.08 pts.	1.22 pts.
Click-to-Open-Rate	16.3%	4.0%	8.1%	3.6%	10.9%	6.5%	12.2%
Diff. CTOR	1.6 pts.	-1.8 pts.	0.1 pts.	-0.6 pts.	1.8 pts.	-0.2 pts.	1.9 pts.
Unsubscribe Rate	0.08%	0.18%	0.10%	0.28%	0.01%	0.05%	0.09%
Diff. Unsub%	0.05 pts.	-0.07 pts.	0.01 pts.	-0.02 pts.	-0.04 pts.	-0.07 pts.	0.04 pts.
Bookings	0	35	4	1	6	3	1
% Diff. Bookings	-100.0%	-55.7%	0.0%		50.0%	-80.0%	-83.3%
Room Nights	0.0	63.0	12.0	2.0	13.0	40.0	14.0
% Diff. Rmnts	-100.0%	-73.0%	100.0%		-13.3%	-36.5%	-69.6%
Revenue	\$0.0K	\$18.3K	\$1.4K	\$0.4K	\$0.8K	\$5.5K	\$2.7K
% Diff. Rev.	-100.0%	-80.6%	24.0%		-61.0%	-75.6%	-68.3%
BPK	0.00	0.02	0.16	0.01	0.70	0.05	0.13
% Diff. BPK	-1.00	-0.44	0.66		1.58	-0.70	-0.69
Conversion Rate	0.00%	0.27%	0.67%	0.14%	1.75%	0.32%	0.29%
Diff. Conv%	-1.15 pts.	-0.17 pts.	0.23 pts.	0.14 pts.	0.85 pts.	-0.81 pts.	-1.02 pts.

Open rates were up across all levels

Basics generated most of the bookings

Tier 3 Markets:

- Italy
- Russia
- Turkey
- Qatar
- **Poland**
- Egypt
- Benelux
- Scandinavia



POLAND

Email Audience

20,664

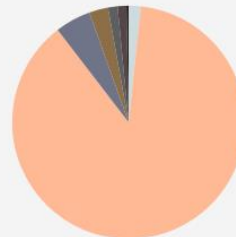


Languages

ENG	11,620
BEN	8,870
FRE	19
GER	96
SPA	19
CHS	12
ITA	7
JPN	4
POR	6
ARB	11

Level

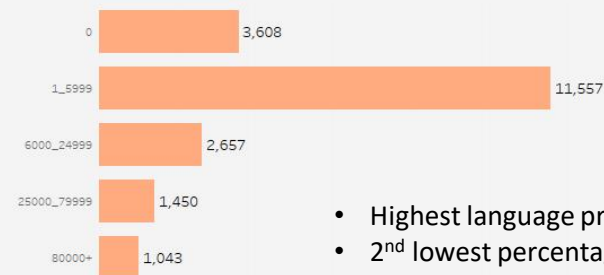
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	1.7%	349
Basic	87.9%	18,160
Silver	5.0%	1,025
Gold	2.6%	547
Platinum	1.3%	274
Titanium	1.2%	249
Ambassador	0.3%	60



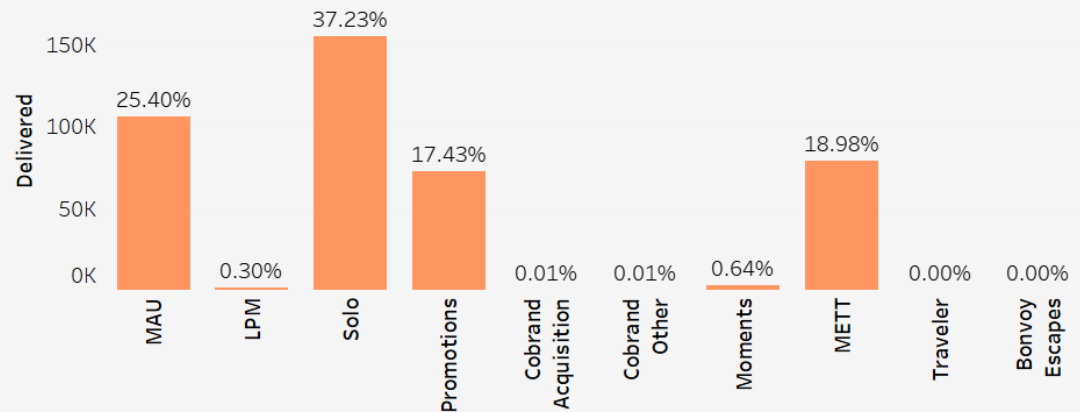
Member Point Balances



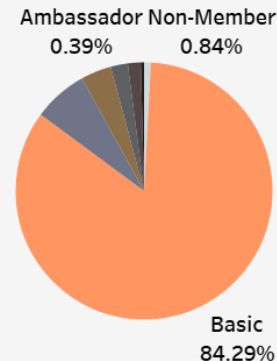
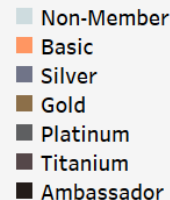
- Highest language preferences: BEN & ENG
- 2nd lowest percentage of non-members across all tier 1-3 markets

Performance Summary for Country: POLAND; and Level: All

Date Range Jun - Oct



Delivered



Engagement Quick Stats

	2019	2020
Delivered	757,076	416,783
Open Rate	12.6%	20.5%
Click-Through-Rate	1.38%	1.53%
Click-to-Open-Rate	10.9%	7.5%
Unsubscribe Rate	0.22%	0.19%

Financial Quick Stats

	2019	2020
Bookings	226	93
Room Nights	593	226
Revenue	\$95,576.95	\$36,896.93
BPK	0.30	0.22
Conversion Rate	2.17%	1.46%

Open rates were up YoY

Solos and MAU made up most of the delivered volumes

Performance Summary for Country: POLAND; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	757,076	416,783	-44.5%
Open Rate	12.6%	20.5%	7.8 pts.
Click-Through-Rate	1.38%	1.53%	0.15 pts.
Click-to-Open-Rate	10.9%	7.5%	-3.4 pts.
Unsubscribe Rate	0.22%	0.19%	-0.03 pts.
Bookings	226	93	-58.8%
Room Nights	593	226	-61.9%
Revenue	\$95,577	\$36,897	-61.4%
BPK	0.30	0.22	-26%
Conversion Rate	2.17%	1.46%	-0.73 pts.

Executive Dashboard for Country: POLAND; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	105,868	1,271	155,168	72,625	47	25	79,096	2,657	10	16	416,783
% Diff. Deliv.	-48.6%	-79.7%	-41.0%	-48.5%	-93.5%	-69.5%	64.6%	-92.5%		-83.5%	-44.9%
Open Rate	19.9%	48.2%	20.9%	18.2%	27.7%	52.0%	22.0%	21.3%	10.0%	56.3%	20.5%
Diff. Open%	9.0 pts.	23.2 pts.	8.8 pts.	7.4 pts.	15.6 pts.	30.0 pts.	4.1 pts.	-0.3 pts.	10.0 pts.	47.0 pts.	7.9 pts.
Click-Through-Rate	1.54%	26.44%	1.73%	1.01%	0.00%	0.00%	1.25%	0.75%	0.00%	6.25%	1.53%
Diff. CTR	-0.09 pts.	19.66 pts.	0.79 pts.	-0.39 pts.	-0.27 pts.	-2.44 pts.	0.16 pts.	-0.86 pts.	0.00 pts.	6.25 pts.	0.15 pts.
Click-to-Open-Rate	7.7%	54.8%	8.2%	5.5%	0.0%	0.0%	5.7%	3.5%	0.0%	11.1%	7.5%
Diff. CTOR	-7.2 pts.	27.8 pts.	0.5 pts.	-7.3 pts.	-2.3 pts.	-11.1 pts.	-0.4 pts.	-3.9 pts.	0.0 pts.	11.1 pts.	-3.4 pts.
Unsubscribe Rate	0.23%	0.24%	0.19%	0.22%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.19%
Diff. Unsub%	0.00 pts.	-0.05 pts.	-0.02 pts.	-0.03 pts.	-0.41 pts.	0.00 pts.	-0.12 pts.	-0.12 pts.	0.00 pts.	0.00 pts.	-0.04 pts.
Bookings	28	4	25	18	0	0	16	2	0	0	93
% Diff. Bookings	-60.0%	-42.9%	-57.6%	0.0%		-100.0%	60.0%	-89.5%			-58.8%
Room Nights	55.0	11.0	77.0	41.0	0.0	0.0	38.0	4.0	0.0	0.0	226.0
% Diff. Rmnts	-61.0%	0.0%	-63.2%	-14.6%		-100.0%	100.0%	-90.9%			-61.9%
Revenue	\$6.9K	\$2.6K	\$14.5K	\$6.4K	\$0.0K	\$0.0K	\$6.0K	\$0.5K	\$0.0K	\$0.0K	\$36.9K
% Diff. Rev.	-68.7%	-17.2%	-51.9%	-18.8%		-100.0%	76.8%	-90.4%			-61.4%
BPK	0.26	3.15	0.16	0.25	0.00	0.00	0.20	0.75	0.00	0.00	0.22
% Diff. BPK	-0.22	1.81	-0.28	0.94		-1.00	-0.03	0.41			-0.25
Conversion Rate	1.72%	1.19%	0.93%	2.46%			1.62%	10.00%		0.00%	1.46%
Diff. Conv%	-0.37 pts.	-0.46 pts.	-1.46 pts.	1.54 pts.	0.00 pts.	-50.00 pts.	-0.29 pts.	6.70 pts.	0.00 pts.	0.00 pts.	-0.71 pts.

Open rates were up across all campaigns

MAU and Solos generated the most bookings

METT bookings were +60% YoY

Executive Dashboard for Country: POLAND; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	1,623	351,318	16,037	3,516	8,935	28,516	6,838
% Diff. Deliv.	-53.1%	-45.1%	-46.9%	-71.5%	-48.4%	-32.6%	-42.9%
Open Rate	34.1%	19.3%	25.5%	28.6%	32.7%	23.4%	36.5%
Diff. Open%	0.6 pts.	8.4 pts.	2.5 pts.	14.0 pts.	5.9 pts.	3.9 pts.	9.5 pts.
Click-Through-Rate	10.04%	1.10%	3.38%	1.34%	5.20%	2.70%	7.96%
Diff. CTR	3.63 pts.	0.03 pts.	0.28 pts.	0.07 pts.	0.90 pts.	0.39 pts.	3.13 pts.
Click-to-Open-Rate	29.4%	5.7%	13.3%	4.7%	15.9%	11.6%	21.8%
Diff. CTOR	10.3 pts.	-4.1 pts.	-0.2 pts.	-4.0 pts.	-0.2 pts.	-0.3 pts.	4.0 pts.
Unsubscribe Rate	0.00%	0.21%	0.02%	0.43%	0.02%	0.06%	0.00%
Diff. Unsub%	-0.09 pts.	-0.03 pts.	-0.04 pts.	-0.09 pts.	-0.09 pts.	-0.04 pts.	-0.01 pts.
Bookings	3	37	12	0	13	19	9
% Diff. Bookings	-85.7%	-46.4%	-57.1%		-51.9%	-45.7%	-80.4%
Room Nights	5.0	81.0	35.0	0.0	45.0	43.0	17.0
% Diff. Rmnts	-95.1%	-38.2%	-38.6%		-28.6%	-46.9%	-89.2%
Revenue	\$0.9K	\$14.3K	\$3.8K	\$0.0K	\$6.0K	\$9.6K	\$2.3K
% Diff. Rev.	-94.4%	-26.0%	-49.7%		-42.2%	-60.5%	-87.7%
BPK	1.85	0.11	0.75	0.00	1.45	0.67	1.32
% Diff. BPK	-0.70	-0.02	-0.19		-0.07	-0.19	-0.66
Conversion Rate	1.84%	0.96%	2.21%	0.00%	2.80%	2.46%	1.65%
Diff. Conv%	-7.62 pts.	-0.05 pts.	-0.77 pts.	0.00 pts.	-0.83 pts.	-1.11 pts.	-6.30 pts.

Open rates were up for all levels

CTOR increased with Ambassadors and Titanium

Basics generated most of the bookings

Tier 3 Markets:

- Italy
- Russia
- Turkey
- Qatar
- Poland
- **Egypt**
- Benelux
- Scandinavia



EGYPT

Email Audience

101,734



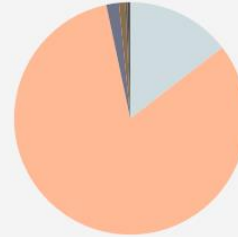
Languages

ENG	47,639
BEN	52,306
FRE	82
GER	27
SPA	8
CHS	20
ITA	1
JPN	1
POR	1
ARB	1,649



Level

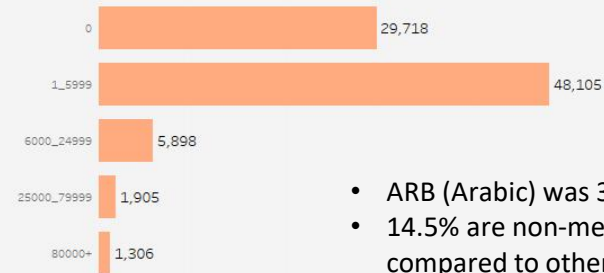
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	14.5%	14,802
Basic	82.1%	83,573
Silver	1.8%	1,799
Gold	0.9%	887
Platinum	0.3%	300
Titanium	0.3%	306
Ambassador	0.1%	67



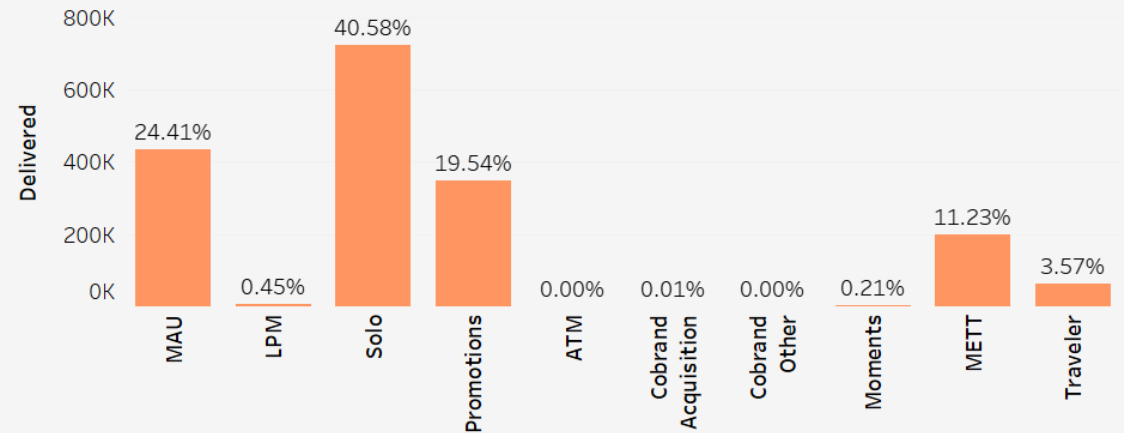
Member Point Balances



- ARB (Arabic) was 3rd highest language
- 14.5% are non-members; highest compared to other tier 3 markets

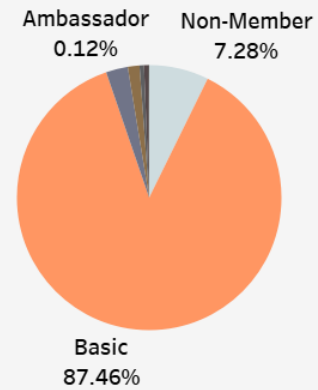
Performance Summary for Country: EGYPT; and Level: All

Date Range Jun - Oct



Delivered

- Non-Member
- Basic
- Silver
- Gold
- Platinum
- Titanium
- Ambassador
- Other



Engagement Quick Stats

	2019	2020
Delivered	1,923,267	1,782,768
Open Rate	12.5%	17.2%
Click-Through-Rate	1.22%	1.02%
Click-to-Open-Rate	9.7%	5.9%
Unsubscribe Rate	0.17%	0.14%

Financial Quick Stats

	2019	2020
Bookings	224	73
Room Nights	801	315
Revenue	\$111,549.92	\$20,829.69
BPK	0.12	0.04
Conversion Rate	0.96%	0.40%

Most open rates increased YoY, except the British English rates slightly declined by -0.3 pts

Performance Summary for Country: EGYPT; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	1,923,267	1,782,768	-10.5%
Open Rate	12.5%	17.2%	4.6 pts.
Click-Through-Rate	1.22%	1.02%	-0.21 pts.
Click-to-Open-Rate	9.7%	5.9%	-3.9 pts.
Unsubscribe Rate	0.17%	0.14%	-0.04 pts.
Bookings	224	73	-69.1%
Room Nights	801	315	-62.5%
Revenue	\$111,550	\$20,830	-82.0%
BPK	0.12	0.04	-65%
Conversion Rate	0.96%	0.40%	-0.57 pts.

Executive Dashboard for Country: EGYPT; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	435,219	8,103	723,393	348,368	100	57	200,160	3,655		63,711	1,782,768
% Diff. Deliv.	-25.3%	-81.8%	54.6%	-18.1%	-89.6%	-77.6%	15.0%	-90.8%	-100.0%	10571.9%	-7.3%
Open Rate	15.4%	26.7%	17.5%	14.9%	22.0%	35.1%	16.9%	20.4%		39.7%	17.2%
Diff. Open%	3.9 pts.	7.7 pts.	5.4 pts.	2.7 pts.	5.7 pts.	15.8 pts.	2.7 pts.	-2.9 pts.	-83.3 pts.	23.4 pts.	4.7 pts.
Click-Through-Rate	1.29%	11.30%	0.98%	0.59%	0.00%	7.02%	0.86%	0.93%		1.07%	1.02%
Diff. CTR	-0.26 pts.	7.14 pts.	0.09 pts.	-0.44 pts.	-0.52 pts.	4.26 pts.	0.43 pts.	-0.31 pts.	-16.67 pts.	0.57 pts.	-0.20 pts.
Click-to-Open-Rate	8.4%	42.3%	5.6%	4.0%	0.0%	20.0%	5.1%	4.6%		2.7%	5.9%
Diff. CTOR	-5.1 pts.	20.4 pts.	-1.8 pts.	-4.5 pts.	-3.2 pts.	5.7 pts.	2.0 pts.	-0.8 pts.	-20.0 pts.	-0.4 pts.	-3.8 pts.
Unsubscribe Rate	0.15%	0.30%	0.15%	0.14%	0.00%	0.00%	0.04%	0.08%		0.23%	0.14%
Diff. Unsub%	-0.01 pts.	-0.07 pts.	-0.03 pts.	-0.03 pts.	-0.10 pts.	-0.79 pts.	-0.08 pts.	0.05 pts.	0.00 pts.	0.23 pts.	-0.03 pts.
Bookings	22	5	24	16	0	0	6	0		0	73
% Diff. Bookings	-66.2%	-75.0%	-48.9%	-42.9%	-100.0%	-100.0%	20.0%	-100.0%			-67.4%
Room Nights	121.0	13.0	115.0	41.0	0.0	0.0	25.0	0.0		0.0	315.0
% Diff. Rmnts	-39.8%	-72.9%	-47.0%	-56.8%	-100.0%	-100.0%	-7.4%	-100.0%			-60.7%
Revenue	\$5.3K	\$1.0K	\$9.9K	\$2.2K	\$0.0K	\$0.0K	\$2.5K	\$0.0K		\$0.0K	\$20.8K
% Diff. Rev.	-80.2%	-86.2%	-67.3%	-84.2%	-100.0%	-100.0%	11.1%	-100.0%			-81.3%
BPK	0.05	0.62	0.03	0.05	0.00	0.00	0.03	0.00		0.00	0.04
% Diff. BPK	-0.55	0.38	-0.67	-0.30	-1.00	-1.00	0.04	-1.00			-0.65
Conversion Rate	0.39%	0.55%	0.34%	0.78%		0.00%	0.35%	0.00%		0.00%	0.40%
Diff. Conv%	-0.33 pts.	-0.53 pts.	-0.79 pts.	0.13 pts.	-20.00 pts.	-14.29 pts.	-0.32 pts.	-3.25 pts.	0.00 pts.	0.00 pts.	-0.55 pts.

Open rates were strong across most email categories

MAU and Solos generated most bookings

Executive Dashboard for Country: EGYPT; and Level: Ambassador, Basic, Gold and 4 more

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	2,056	1,559,278	25,385	129,782	9,464	47,850	8,952
% Diff. Deliv.	-48.2%	-9.0%	-31.4%	71.8%	-41.1%	-24.0%	-36.8%
Open Rate	45.2%	16.5%	25.9%	20.1%	31.8%	21.1%	32.1%
Diff. Open%	10.4 pts.	5.1 pts.	0.5 pts.	3.8 pts.	5.6 pts.	-0.7 pts.	4.3 pts.
Click-Through-Rate	8.32%	0.88%	3.44%	0.93%	5.38%	2.35%	6.22%
Diff. CTR	1.19 pts.	-0.20 pts.	0.36 pts.	0.01 pts.	1.26 pts.	-0.02 pts.	1.47 pts.
Click-to-Open-Rate	18.4%	5.3%	13.3%	4.6%	16.9%	11.1%	19.4%
Diff. CTOR	-2.1 pts.	-4.1 pts.	1.2 pts.	-1.0 pts.	1.2 pts.	0.3 pts.	2.3 pts.
Unsubscribe Rate	0.00%	0.13%	0.01%	0.27%	0.00%	0.07%	0.03%
Diff. Unsub%	-0.03 pts.	-0.04 pts.	-0.02 pts.	0.05 pts.	-0.01 pts.	0.01 pts.	0.01 pts.
Bookings	2	42	11	4	2	10	2
% Diff. Bookings	-66.7%	-60.0%	-69.4%	300.0%	-87.5%	-71.4%	-92.0%
Room Nights	2.0	102.0	75.0	16.0	15.0	99.0	6.0
% Diff. Rmnts	-90.9%	-69.0%	-42.3%	300.0%	-71.7%	-8.3%	-96.1%
Revenue	\$0.1K	\$8.9K	\$4.3K	\$0.9K	\$1.5K	\$4.8K	\$0.3K
% Diff. Rev.	-93.8%	-79.7%	-83.9%	110.3%	-82.8%	-60.3%	-98.3%
BPK	0.97	0.03	0.43	0.03	0.21	0.21	0.22
% Diff. BPK	-0.36	-0.56	-0.55	1.33	-0.79	-0.62	-0.87
Conversion Rate	1.17%	0.31%	1.26%	0.33%	0.39%	0.89%	0.36%
Diff. Conv%	-0.95 pts.	-0.26 pts.	-1.90 pts.	0.19 pts.	-2.03 pts.	-1.45 pts.	-3.36 pts.

Slight open rate decline for Silver

Basics generated most of the bookings

Tier 3 Markets:

- Italy
- Russia
- Turkey
- Qatar
- Poland
- Egypt
- **Benelux**
- Scandinavia



BELGIUM LUXEMBOURG NETHERLANDS

Email Audience

100,416

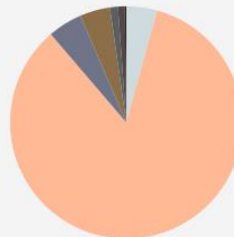


Languages

ENG	59,190
BEN	36,794
FRE	2,770
GER	1,117
SPA	238
CHS	109
ITA	92
JPN	45
POR	34
ARB	27

Level

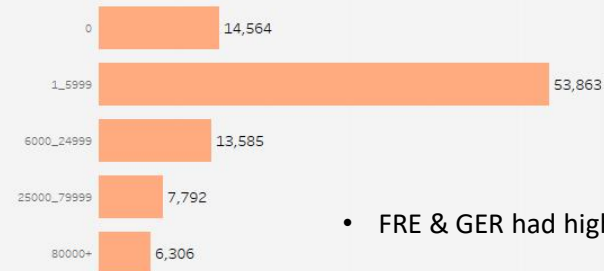
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	4.3%	4,306
Basic	84.5%	84,810
Silver	4.8%	4,799
Gold	4.2%	4,239
Platinum	1.1%	1,116
Titanium	0.9%	937
Ambassador	0.2%	209

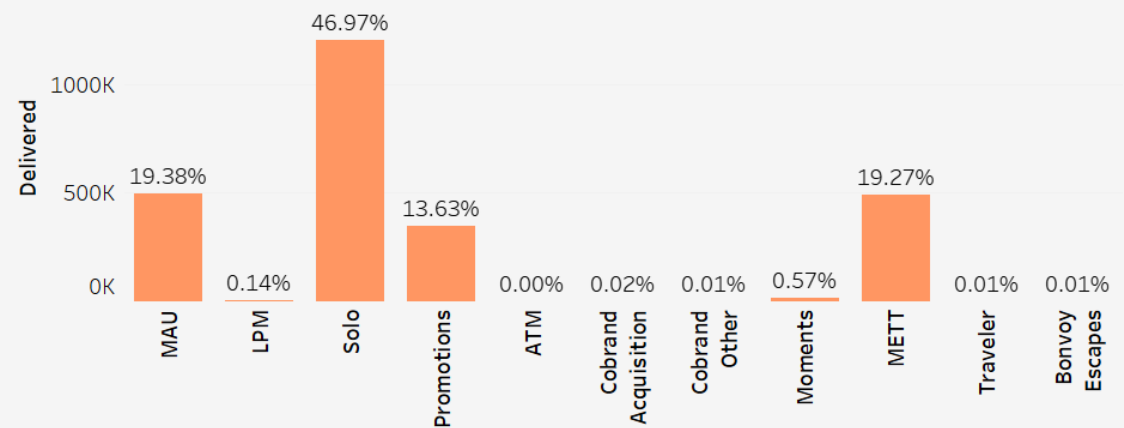


Member Point Balances



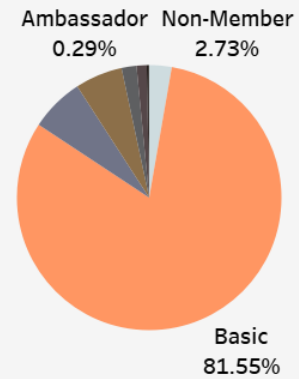
- FRE & GER had high language counts

Performance Summary for Country: BELGIUM, LUXEMBOURG, NETHERLANDS; and Level: All
Date Range Jun - Oct



Delivered

- Non-Member
- Basic
- Silver
- Gold
- Platinum
- Titanium
- Ambassador
- Other



Engagement Quick Stats

	2019	2020
Delivered	2,828,161	2,560,973
Open Rate	23.5%	26.2%
Click-Through-Rate	1.69%	1.43%
Click-to-Open-Rate	7.2%	5.5%
Unsubscribe Rate	0.46%	0.28%

Financial Quick Stats

	2019	2020
Bookings	973	366
Room Nights	2,653	842
Revenue	\$516,262.02	\$138,604.61
BPK	0.34	0.14
Conversion Rate	2.04%	1.00%

47% of emails delivered were Solos, which influenced overall engagement

Open rates increase 2.7 pts YoY

Performance Summary for Country: BELGIUM, LUXEMBOURG, NETHERLANDS; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	2,828,161	2,560,973	-10.1%
Open Rate	23.5%	26.2%	2.4 pts.
Click-Through-Rate	1.69%	1.43%	-0.26 pts.
Click-to-Open-Rate	7.2%	5.5%	-1.7 pts.
Unsubscribe Rate	0.46%	0.28%	-0.18 pts.
Bookings	973	366	-62.4%
Room Nights	2,653	842	-68.1%
Revenue	\$516,262	\$138,605	-73.0%
BPK	0.34	0.14	-58%
Conversion Rate	2.04%	1.00%	-1.04 pts.

Executive Dashboard for Country: BELGIUM, LUXEMBOURG, NETHERLANDS; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	496,437	3,485	1,202,819	349,142	543	264	493,430	14,524	175	153	2,560,973
% Diff. Deliv.	-29.1%	-85.3%	26.5%	-29.1%	-84.3%	-56.9%	99.4%	-92.4%	105.9%	-69.3%	-9.4%
Open Rate	26.0%	63.1%	27.2%	23.8%	30.9%	48.1%	25.5%	29.6%	19.4%	46.4%	26.2%
Diff. Open%	3.9 pts.	26.7 pts.	4.8 pts.	1.9 pts.	10.4 pts.	13.7 pts.	-3.3 pts.	-0.9 pts.	-13.5 pts.	23.1 pts.	2.7 pts.
Click-Through-Rate	1.41%	34.43%	1.72%	0.86%	0.74%	4.17%	0.93%	0.82%	0.57%	3.92%	1.43%
Diff. CTR	-0.51 pts.	26.30 pts.	0.53 pts.	-0.93 pts.	0.33 pts.	0.90 pts.	-0.26 pts.	-1.09 pts.	0.57 pts.	2.11 pts.	-0.26 pts.
Click-to-Open-Rate	5.4%	54.6%	6.3%	3.6%	2.4%	8.7%	3.6%	2.8%	2.9%	8.5%	5.5%
Diff. CTOR	-3.3 pts.	32.2 pts.	1.0 pts.	-4.6 pts.	0.4 pts.	-0.8 pts.	-0.5 pts.	-3.5 pts.	2.9 pts.	0.7 pts.	-1.7 pts.
Unsubscribe Rate	0.34%	0.20%	0.31%	0.35%	0.00%	0.00%	0.09%	0.11%	0.00%	0.00%	0.28%
Diff. Unsub%	-0.14 pts.	-0.28 pts.	-0.18 pts.	-0.16 pts.	-0.09 pts.	-0.33 pts.	-0.26 pts.	-0.07 pts.	0.00 pts.	-0.40 pts.	-0.19 pts.
Bookings	86	30	213	19	0	0	18	0	0	0	366
% Diff. Bookings	-71.2%	-55.2%	-9.4%	-86.5%		-100.0%	-58.1%	-100.0%			-62.4%
Room Nights	219.0	82.0	469.0	42.0	0.0	0.0	30.0	0.0	0.0	0.0	842.0
% Diff. Rmnts	-73.3%	-54.4%	-28.4%	-89.9%		-100.0%	-76.0%	-100.0%			-68.3%
Revenue	\$36.3K	\$17.2K	\$71.9K	\$9.1K	\$0.0K	\$0.0K	\$4.1K	\$0.0K	\$0.0K	\$0.0K	\$138.6K
% Diff. Rev.	-79.3%	-43.5%	-38.9%	-89.6%		-100.0%	-81.1%	-100.0%			-73.2%
BPK	0.17	8.61	0.18	0.05	0.00	0.00	0.04	0.00	0.00	0.00	0.14
% Diff. BPK	-0.59	2.04	-0.28	-0.81		-1.00	-0.79	-1.00			-0.58
Conversion Rate	1.23%	2.50%	1.03%	0.63%	0.00%	0.00%	0.39%	0.00%	0.00%	0.00%	1.00%
Diff. Conv%	-1.00 pts.	-0.98 pts.	-1.06 pts.	-0.97 pts.	0.00 pts.	-10.00 pts.	-1.07 pts.	-1.91 pts.	0.00 pts.	0.00 pts.	-1.04 pts.

Solos had the lowest decline in bookings (-9% YoY) compared to other email categories and other tier 3 countries

Executive Dashboard for Country: BELGIUM, LUXEMBOURG, NETHERLANDS; and Level: Ambassador, Basic, and 4 more

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	7,491	2,088,361	148,404	69,962	46,493	168,640	31,621
% Diff. Deliv.	-44.7%	-5.1%	-27.9%	21.7%	-34.3%	-25.0%	-42.1%
Open Rate	42.9%	24.7%	31.5%	42.4%	37.8%	26.9%	41.9%
Diff. Open%	1.8 pts.	3.5 pts.	-0.1 pts.	9.0 pts.	0.7 pts.	-0.6 pts.	1.9 pts.
Click-Through-Rate	9.61%	1.03%	3.24%	1.23%	5.81%	2.15%	7.90%
Diff. CTR	3.01 pts.	-0.19 pts.	-0.06 pts.	0.18 pts.	0.57 pts.	-0.35 pts.	1.80 pts.
Click-to-Open-Rate	22.4%	4.1%	10.3%	2.9%	15.3%	8.0%	18.9%
Diff. CTOR	6.4 pts.	-1.6 pts.	-0.2 pts.	-0.2 pts.	1.2 pts.	-1.1 pts.	3.6 pts.
Unsubscribe Rate	0.03%	0.30%	0.08%	0.68%	0.02%	0.08%	0.03%
Diff. Unsub%	-0.05 pts.	-0.22 pts.	-0.07 pts.	-0.80 pts.	-0.04 pts.	-0.09 pts.	-0.05 pts.
Bookings	8	148	47	1	34	53	75
% Diff. Bookings	-83.3%	-57.7%	-73.1%	-66.7%	-72.4%	-59.5%	-47.6%
Room Nights	28.0	333.0	118.0	1.0	91.0	105.0	166.0
% Diff. Rmnts	-87.2%	-60.4%	-71.8%	-92.3%	-74.3%	-70.9%	-62.9%
Revenue	\$5.3K	\$55.4K	\$19.4K	\$0.1K	\$19.3K	\$16.4K	\$22.6K
% Diff. Rev.	-91.4%	-67.2%	-78.6%	-95.7%	-64.9%	-75.3%	-68.2%
BPK	1.07	0.07	0.32	0.01	0.73	0.31	2.37
% Diff. BPK	-0.70	-0.55	-0.63	-0.73	-0.58	-0.46	-0.09
Conversion Rate	1.11%	0.69%	0.98%	0.12%	1.26%	1.46%	3.00%
Diff. Conv%	-4.25 pts.	-0.62 pts.	-1.60 pts.	-0.38 pts.	-2.06 pts.	-0.87 pts.	-1.29 pts.

Slight open rate declines for Gold and Silver

Basics & Titanium drove bookings and had the least YoY declines

Tier 3 Markets:

- Italy
- Russia
- Turkey
- Qatar
- Poland
- Egypt
- Benelux
- **Scandinavia**



DENMARK NORWAY SWEDEN

Email Audience

110,412

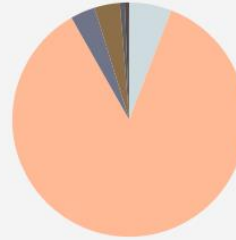
Languages

ENG	61,859
BEN	45,124
FRE	55
GER	408
SPA	159
CHS	2,722
ITA	11
JPN	27
POR	13
ARB	33
RUS	1



Level

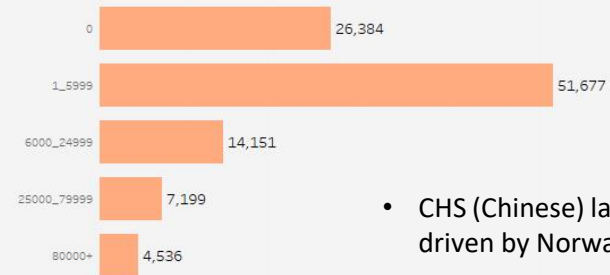
Non-Member
Basic
Silver
Gold
Platinum
Titanium
Ambassador



Level	% of Total	Count
Non-Member	5.9%	6,465
Basic	85.9%	94,886
Silver	3.4%	3,771
Gold	3.5%	3,891
Platinum	0.7%	740
Titanium	0.5%	562
Ambassador	0.1%	97

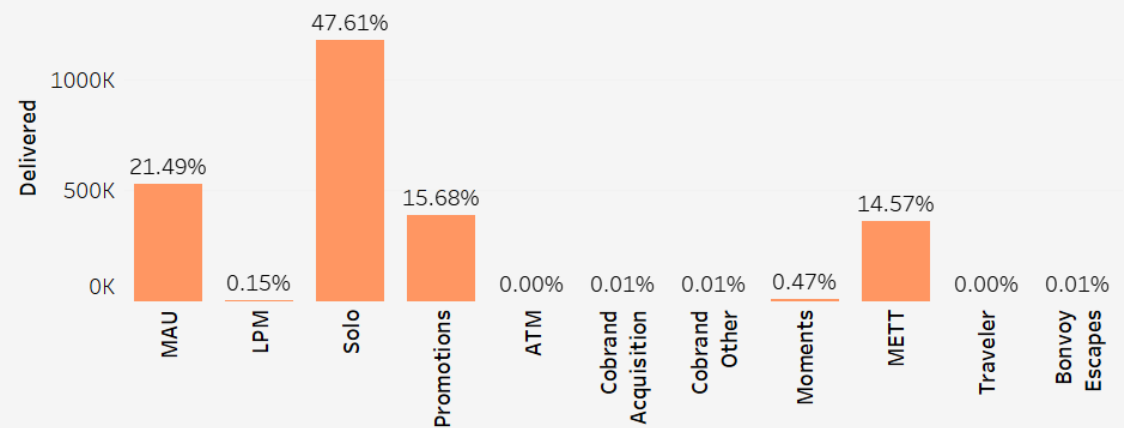


Member Point Balances

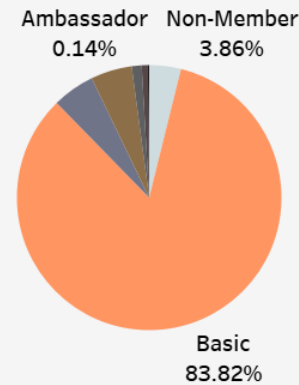
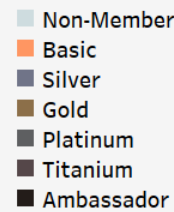


- CHS (Chinese) language counts driven by Norway

Performance Summary for Country: DENMARK, NORWAY, SWEDEN; and Level: All
 Date Range Jun - Oct



Delivered



Engagement Quick Stats

	2019	2020
Delivered	2,849,208	2,471,121
Open Rate	20.8%	22.6%
Click-Through-Rate	1.37%	0.94%
Click-to-Open-Rate	6.6%	4.2%
Unsubscribe Rate	0.46%	0.30%

Financial Quick Stats

	2019	2020
Bookings	669	161
Room Nights	1,986	446
Revenue	\$394,406.00	\$81,583.59
BPK	0.23	0.07
Conversion Rate	1.72%	0.69%

Open rates increased for all except Norway had a slight decline of -0.2 pts.

Norway booking declines were among the highest in tier 3 by -86% YoY

Performance Summary for Country: DENMARK, NORWAY, SWEDEN; Level: All

Time period: Jun - Oct

	2019	2020	YoY
Delivered	2,849,208	2,471,121	-14.6%
Open Rate	20.8%	22.6%	1.6 pts.
Click-Through-Rate	1.37%	0.94%	-0.43 pts.
Click-to-Open-Rate	6.6%	4.2%	-2.4 pts.
Unsubscribe Rate	0.46%	0.30%	-0.17 pts.
Bookings	669	161	-76.1%
Room Nights	1,986	446	-77.6%
Revenue	\$394,406	\$81,584	-79.3%
BPK	0.23	0.07	-72%
Conversion Rate	1.72%	0.69%	-1.03 pts.

Executive Dashboard for Country: DENMARK, NORWAY, SWEDEN; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	MAU	LPM	Solo	Promotions	Cobrand Acquisition	Cobrand Other	METT	Moments	Bonvoy Escapes	Traveler	Total
Delivered	531,110	3,702	1,176,398	387,539	325	144	360,118	11,556	128	97	2,471,121
% Diff. Deliv.	-25.3%	-90.0%	19.5%	-22.0%	-86.2%	-61.9%	53.0%	-92.4%	116.9%	-91.7%	-13.3%
Open Rate	22.3%	37.1%	23.4%	20.7%	29.5%	50.7%	22.1%	26.1%	14.1%	29.9%	22.6%
Diff. Open%	3.2 pts.	7.4 pts.	3.5 pts.	1.2 pts.	8.4 pts.	16.8 pts.	-4.4 pts.	-2.5 pts.	-11.4 pts.	19.2 pts.	1.7 pts.
Click-Through-Rate	0.94%	17.53%	1.12%	0.51%	0.31%	6.94%	0.68%	0.80%	1.56%	4.12%	0.94%
Diff. CTR	-0.56 pts.	12.20 pts.	0.16 pts.	-0.89 pts.	-0.16 pts.	4.03 pts.	-0.33 pts.	-1.03 pts.	-3.52 pts.	3.35 pts.	-0.42 pts.
Click-to-Open-Rate	4.2%	47.3%	4.8%	2.5%	1.0%	13.7%	3.1%	3.1%	11.1%	13.8%	4.2%
Diff. CTOR	-3.7 pts.	29.3 pts.	0.0 pts.	-4.7 pts.	-1.2 pts.	5.1 pts.	-0.7 pts.	-3.3 pts.	-8.9 pts.	6.6 pts.	-2.4 pts.
Unsubscribe Rate	0.35%	0.27%	0.33%	0.36%	0.00%	0.00%	0.07%	0.13%	0.00%	0.00%	0.30%
Diff. Unsub%	-0.12 pts.	-1.06 pts.	-0.15 pts.	-0.12 pts.	-0.21 pts.	0.00 pts.	-0.28 pts.	-0.03 pts.	0.00 pts.	-0.26 pts.	-0.16 pts.
Bookings	39	24	69	12	0	0	17	0	0	0	161
% Diff. Bookings	-78.9%	-52.9%	-63.9%	-79.7%		-100.0%	-57.5%	-100.0%			-75.9%
Room Nights	149.0	49.0	168.0	21.0	0.0	0.0	59.0	0.0	0.0	0.0	446.0
% Diff. Rmnts	-72.7%	-70.1%	-69.5%	-89.6%		-100.0%	-56.6%	-100.0%			-77.5%
Revenue	\$22.0K	\$15.3K	\$30.1K	\$2.8K	\$0.0K	\$0.0K	\$11.4K	\$0.0K	\$0.0K	\$0.0K	\$81.6K
% Diff. Rev.	-80.4%	-43.5%	-69.3%	-94.4%		-100.0%	-53.1%	-100.0%			-79.3%
BPK	0.07	6.48	0.06	0.03	0.00	0.00	0.05	0.00	0.00	0.00	0.07
% Diff. BPK	-0.72	3.72	-0.70	-0.74		-1.00	-0.72	-1.00			-0.72
Conversion Rate	0.78%	3.70%	0.52%	0.60%	0.00%	0.00%	0.70%	0.00%	0.00%	0.00%	0.69%
Diff. Conv%	-0.96 pts.	1.12 pts.	-1.50 pts.	-0.25 pts.	0.00 pts.	-18.18 pts.	-1.00 pts.	-1.57 pts.	0.00 pts.	0.00 pts.	-1.03 pts.

Delivered more Solos & METTS YoY

MAU and Solos generated the most bookings

Executive Dashboard for Country: DENMARK, NORWAY, SWEDEN; and Level: All

2020 Email Engagement Jun - Oct (YoY Comparison)

	2020						
	Ambassador	Basic	Gold	Non-Member	Platinum	Silver	Titanium
Delivered	3,579	2,071,330	124,372	95,395	30,009	127,717	18,719
% Diff. Deliv.	-38.4%	-10.6%	-32.5%	42.0%	-34.7%	-34.0%	-47.6%
Open Rate	47.7%	21.3%	30.5%	30.1%	38.0%	23.5%	41.7%
Diff. Open%	3.4 pts.	2.4 pts.	1.3 pts.	3.1 pts.	-1.0 pts.	-2.1 pts.	0.7 pts.
Click-Through-Rate	9.58%	0.66%	2.70%	0.65%	5.71%	1.78%	7.08%
Diff. CTR	2.17 pts.	-0.36 pts.	-0.14 pts.	-0.10 pts.	0.64 pts.	-0.51 pts.	0.63 pts.
Click-to-Open-Rate	20.1%	3.1%	8.9%	2.1%	15.0%	7.6%	17.0%
Diff. CTOR	3.3 pts.	-2.3 pts.	-0.9 pts.	-0.6 pts.	2.0 pts.	-1.4 pts.	1.2 pts.
Unsubscribe Rate	0.00%	0.30%	0.11%	0.91%	0.03%	0.08%	0.02%
Diff. Unsub%	-0.02 pts.	-0.20 pts.	-0.02 pts.	-0.30 pts.	-0.04 pts.	-0.07 pts.	-0.04 pts.
Bookings	17	65	30	2	17	13	17
% Diff. Bookings	-10.5%	-75.6%	-75.2%	-33.3%	-80.2%	-85.2%	-80.2%
Room Nights	46.0	197.0	67.0	3.0	55.0	53.0	25.0
% Diff. Rmnts	-11.5%	-73.0%	-82.6%	-25.0%	-77.1%	-80.5%	-91.7%
Revenue	\$17.2K	\$31.6K	\$12.0K	\$0.4K	\$6.1K	\$10.4K	\$3.9K
% Diff. Rev.	12.8%	-79.7%	-86.0%	-84.8%	-84.7%	-77.0%	-92.2%
BPK	4.75	0.03	0.24	0.02	0.57	0.10	0.91
% Diff. BPK	0.45	-0.73	-0.63	-0.53	-0.70	-0.78	-0.62
Conversion Rate	4.96%	0.47%	0.89%	0.32%	0.99%	0.57%	1.28%
Diff. Conv%	0.55 pts.	-0.65 pts.	-1.42 pts.	-0.28 pts.	-2.70 pts.	-1.42 pts.	-2.44 pts.

Delivered counts decreased YoY for all members, but increased for non-members

Open rates were up for most, except for Silver and Platinum members

Ambassadors had the least YoY booking decline

Best Performing Content

Drive Solo Content Highlights

- Welcome back offer promoting 25% off + free breakfast received the most engagement across all tiers and levels
- Welcome back luxury offer promoting a daily hotel credit + complimentary room upgrade ranked high whether it was in the hero or secondary module
- Geo-targeted content that encouraged discovering nearby locations and properties resonated more with members than non-members
- Non-members engaged more with October Week Of Wonders content (hero & secondary); content was among the top 4 most clicked

Most Clicked: Tier 1 MEMBER

Overall, the Tier 1 countries engaged mostly with the luxury welcome back offer and geo-targeted content with starting rates

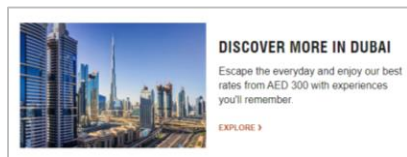
Top 5 (in click order)

1. July Wave 1 Hero Generic Offer
2. August Hero Luxury Offer (Generic Version)
3. July Wave 1 Secondary Module Luxury Offer
4. August Hero Luxury offer (Luxury Version)
5. September Hero Global Promotion

Engagement was consistent across most countries. Top content was geo-targeted, and featured hotel imagery. Below are a few engagement differences.

- Geo-targeted modules that encouraged readers to explore nearby hotels with starting rates ranked 3rd in the UAE (June solo) and 2nd in Ireland (Sep solo)

Example:



- June Hero featuring the generic offer ranked 4th or 5th place for Germany, Switzerland, and UAE

Offer Details:

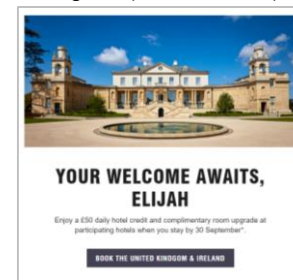
Generic offer = 25% Off + Free Breakfast

Luxury offer = Daily Hotel Credit + Complimentary Room Upgrade

July Solo



Aug Solo (Generic Version)



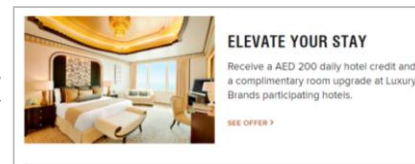
Aug Solo (Lux Version)



Sept. Solo



July Secondary Module
Lux Offer



Most Clicked: Tier 2 MEMBER

Overall, the Tier 2 countries engaged with both welcome back offers, and geo-targeted content with starting rates

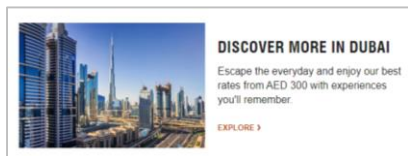
Top 5 (in click order)

1. July Wave 1 Hero Generic Offer
2. June Hero Generic Offer
3. August Hero Luxury offer (Luxury Version)
4. October Hero Week of Wonders (First Day)
5. August Hero Luxury Offer (Generic Version)

Engagement was consistent across most countries. Most of the top content was geo-targeted, and featured destination or hotel imagery. Below are a few engagement differences.

- Geo-targeted modules that encouraged exploring nearby hotels with starting rates were among the top 5 in France (June solo), South Africa (Sept solo), and Saudi Arabia (June solo)

Example:



Offer Details:

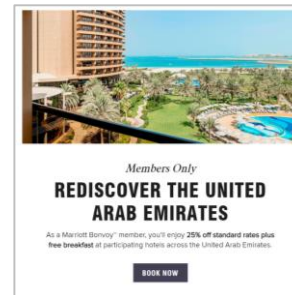
Generic offer = 25% Off + Free Breakfast

Luxury offer = Daily Hotel Credit + Complimentary Room Upgrade

June Solo



July Solo



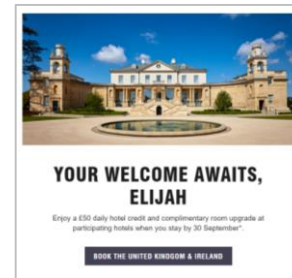
Aug Solo (Lux Version)



Oct WoW (First Day)



Aug Solo (Generic Version)



Most Clicked: Tier 3 MEMBER

Overall, the Tier 3 countries engaged with both welcome back offers, and geo-targeted content with starting rates

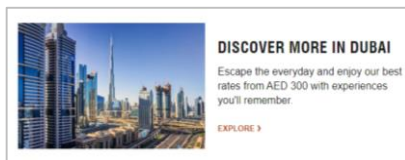
Top 5 (in click order)

1. July Wave 1 Hero Generic Offer
2. June Hero Generic Offer
3. August Hero Luxury Offer (Generic Version)
4. October Hero Week of Wonders (First Day)
5. July Wave 1 Secondary Module Luxury Offer

Engagement was consistent across most countries. Most of the top content was geo-targeted, and featured destination or hotel imagery. Below are a few engagement differences.

- Geo-targeted modules that encouraged exploring nearby hotels with starting rates were among the top 5 in all countries, except Russia, Qatar, and Luxembourg

Example:



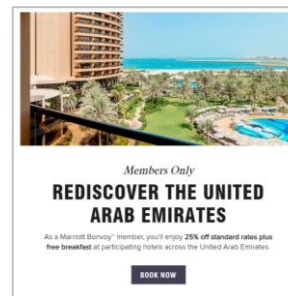
- July resend Hero and August Hero (Luxury Version) were among the top 5 for several countries but counts were not as high as other months

Offer Details:

Generic offer = 25% Off + Free Breakfast

Luxury offer = Daily Hotel Credit + Complimentary Room Upgrade

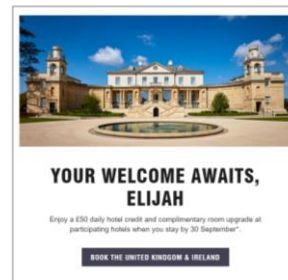
July Solo



June Solo



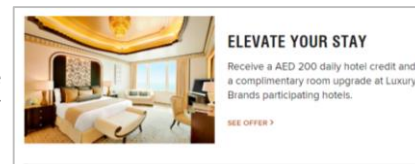
Aug Solo (Generic Version)



Oct WoW (First Day)



July Secondary Module
Lux Offer



Most Clicked: Tier 1

NON-MEMBER

Overall, the Tier 1 countries engaged mostly with the generic welcome back offer, as well as the broader promotions in Sept and Oct.

Engagement was consistent across most countries. Most of the top content was geo-targeted, and featured destination or hotel imagery.

Top 5 (in click order):

1. July Wave 1 Hero Generic Offer
2. October Hero Week of Wonders (First Day)
3. July Wave 1 Secondary Module Luxury Offer
4. October Hero Week of Wonders (Last Day)
5. September Hero Global Promotion

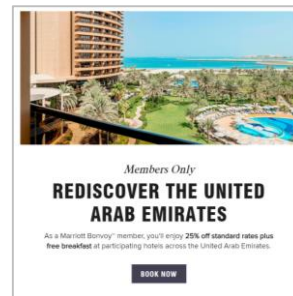
Oct Week of Wonders secondary content ranked high for most countries, but counts were not high enough to make the overall top 5 above.

Offer Details:

Generic offer = 25% Off + Free Breakfast

Luxury offer = Daily Hotel Credit + Complimentary Room Upgrade

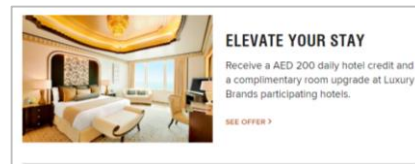
July Solo



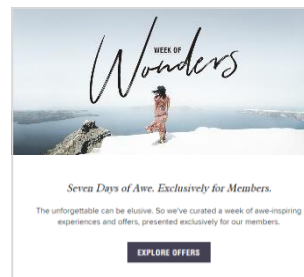
Oct WoW (First Day)



July Secondary Module
Lux Offer



Oct WoW (Last Day)



Sept. Solo



Most Clicked: Tier 2 NON-MEMBER

Overall, the Tier 2 countries engaged with both welcome back offers, broader promotions, and geo-targeted content with starting rates

Engagement was consistent across most countries. Most of the top content was geo-targeted, and featured destination or hotel imagery.

Top 5 (in click order)

1. June Hero Generic Offer
2. July Wave 1 Hero Generic Offer
3. October Hero Week of Wonders (First Day)
4. October Secondary Module Week of Wonders (First Day)
5. July Resend Hero Luxury Offer

Engagement was consistent for most tier 2 countries, except the October Hero in WoW (Last Day) ranked 4th in France

Offer Details:

Generic offer = 25% Off + Free Breakfast

Luxury offer = Daily Hotel Credit + Complimentary Room Upgrade

June Solo



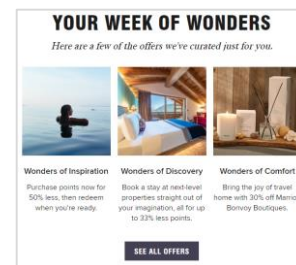
July Solo (Wave 1 and Resend)



Oct WoW (First Day)



Oct WoW Secondary Module (First Day)



Most Clicked: Tier 3 NON-MEMBER

Overall, the Tier 3 countries engaged with both welcome back offers, broader promotions, and geo-targeted content with starting rates

Engagement was consistent across most countries. Most of the top content was geo-targeted, and featured destination or hotel imagery.

Top 5 (in click order)

1. July Wave 1 Hero Generic Offer
2. October Hero Week of Wonders (First Day)
3. July Resend Hero Luxury Offer
4. June Hero Generic Offer
5. September Hero Global Promotion

Offer Details:

Generic offer = 25% Off + Free Breakfast

Luxury offer = Daily Hotel Credit + Complimentary Room Upgrade

July Solo (Wave 1 and Resend)



Oct WoW (First Day)



June Solo

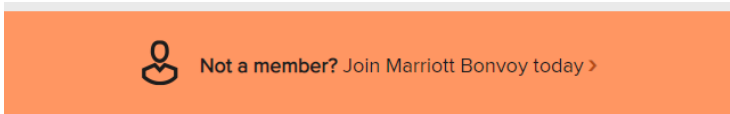


Sept. Solo

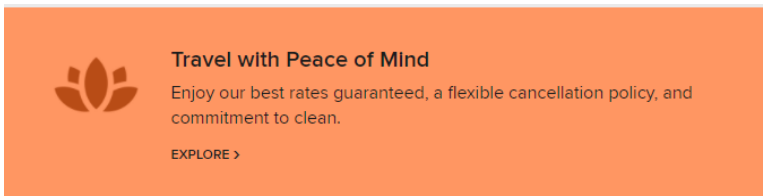


Other Content Observations

- **Non-member join banner:** Join banner received more engagement in the early months, June and July mailings, but clicks declined over time
 - Test another version that touts the benefits of membership
 - Creating an enrollment tracking code to improve reporting for email specific enrollments



- **Cleanliness banner:** clicks were higher in June & July for most tiers; efforts have become expected or a best practice by most people
 - Consider removing banner and focusing more on the on-property experiences that make readers feel safe (outdoor activities/dining, open space, private areas); see industry examples





72 HOUR SALE of EXCLUSIVE SAVINGS

No Resort Fee. No Parking Fee. No Cancellation Fee.*

STAY FROM \$199
WITH A COMPLIMENTARY \$50 DAILY DINING CREDIT

We have what vacationers seek: precious space. And we've maximized our 265 acres for guests to flourish privately, comfortably and safely. We're tailoring our outdoor experiences by giving you more of what you want and more than you expect. To stretch carefree in breezy yoga class. To tour the chef's garden. Romantic picnics for two.

We're also exceptionally close to local North County culture: beach towns, buzzy breweries and endless hikes to burn off indulgences.

Reserve your place in the sun.

LIMITED TIME OFFER: USE PROMOTIONAL CODE *72HOUR*

MUST BOOK BY MIDNIGHT OCTOBER 8, 2020.

RESERVE YOUR STAY

or call 800.770.7482

*Cancellation fees are waived with a minimum of 24 hours notice.

*Valid for select dates through December 31, 2020. Must book by 11:59pm October 8, 2020. Based on availability. Black-out dates apply. Offer not valid for group or corporate rates. Not valid on existing reservations. \$50 dining credit per room, per day. Exclusive of taxes, surcharge, alcohol, and gratuity.

Industry Example: Property Specific

Subject Line: 72 Hour Sale: Stay from \$199 with a \$50 Daily Dining Credit

Pre-Header: Enjoy Freedom From Fees! Drive In and Park for Free. No Resort Fees.

- Uses language that reassures guest safety
- Inspires members by showcasing outdoor activities and on-property amenities
- Inspires customers to book in advance with the flexibility they can change their booking without a cancellation fee

DURING your STAY

weekly CHEF'S GARDEN TOURS
make a splash AT THE POOL
private GOLF 101 LESSONS
avant's FIVE COURSE TASTING MENU
avant HAPPY HOUR

weekend morning YOGA
daily LAWN GAMES
grab-n-go CAFE GRANADA
game ROOM
live MUSIC

daily PING-PONG FUN
monday SUNSET YOGA
private FALCONRY ENCOUNTER
this land IS SPA LAND
veranda HAPPY HOUR

This is the return to a life well lived. Where personal luxury meets playful freedom. A haven for the adventurer, the wanderer and the endlessly curious. On 265 acres, a wonderland of exploration awaits. It's a golden time to rediscover Southern California's greater outdoors.

TAKE it OUTSIDE

SPA

FOR THE SERENITY SEEKERS

The Spa at Rancho Bernardo Inn is offering luxurious outdoor services in the garden casitas for locals and guests alike. Serenity seekers find natural rhythm at The Spa, where open-air treatment bungalows and a luxurious private pool are set amidst fragrant botanicals.

DINING

TAKE IT OUTSIDE

Outdoor dining space is a coveted commodity, and here it's in abundance. With three venues, our offerings are bountiful, diverse and breezy with Mediterranean charm. The Inn's premium culinary destination, AVANT serves up seasonally inspired dishes by Chef de Cuisine Christopher Gentile.

GOLF

UP TO PAR

If there's a golfing nirvana, this is it. The 18-hole championship course is crisscrossed with old-growth trees providing a dramatic canopy of shade and sun-dappled light throughout. Pristine and playable, the most talked about hole is the undulating 18th.

METT Content Highlights

- Approach: Analysis focused on METT emails that had the highest delivered counts and high CTORs; the most engaging content was then identified
- Welcome Back (WB) offers and Homes & Villas were the most engaging messages
 - Homes & Villas messaging ranked high for UK/Ireland, Spain, and South Africa
- The Ritz-Carlton Yacht Collection emails were consistently among the top 5 most engaging for all tiers 1 thru; also, the Marriott Vacation Club (MVC) was another high-performing email for UK/Ireland, Benelux, and Scandinavia
 - Both the Ritz-Carlton Yacht Collection and MVC emails were removed to focus on other high-performing content

Most Clicked: Tier 1

MEMBER

UK & IRELAND	SECTION NAME	LINK DESC TEXT
EU_Country&Coast_WelcomeBack_4Sep_EN	TOP OFFERS	UKWBOFFER
EU_London_LuxuryBreaks_MembersNonMembers_Oct23_EN		LondonLuxuryStPancras
EU_Homes&Villas_AutumnOffer_EN Sep24		HomesandVillas
EU_London_LuxuryBreaks_MembersNonMembers_Oct23_EN		LondonLuxuryMayfair
EU_London_LuxuryBreaks_MembersNonMembers_Oct23_EN		LondonLuxuryPiccadilly

UAE	SECTION NAME	LINK DESC TEXT
UAE METT June	TOP OFFERS	Ritz Carlton Al Wadi
UAE METT June		Welcome Back Offer
MEA_UAE_August_all_28Aug_EN		MILUX Welcome Back UAE
MEA_UAE_August_all_28Aug_EN		RC Dubai Staycation
UAE METT June		Sheraton JBR

Austria/Germany/Switzerland	SECTION NAME	LINK DESC TEXT
EMEA_LuxuryWB_31Jul_EN	TOP OFFERS	WBLuxuryEMEA
EU_Berlin_WB_Jul24_DE		WBBerlin
EU_Hamburg_Staycation_Members_Jun12_DE		STAYCATION
EU_Homes&Villas_AutumnOffer_EN Sep24		HomesandVillas
EU_Munich_WBStaycation_Members_Jul3_DE		WB Staycation Offer
EU_SE_ItalyGreeceSpainMalta_Summer_All_Jul17_EN		Welcome Back Offer
EU_WELUX_Austria_WelcomeBack_All_Jun26_EN		Welcome Back offers lux
EU_WELUX_Austria_WelcomeBack_All_Jun26_EN		SCHLOSS FUSCHL

Most of the clicks were on the Hero or Top Offer module for all countries

Sep and Oct emails featuring the welcome back offer, luxury offers, and Homes & Villas were the most engaging in the **UK** and **Ireland**

UAE had higher engagement in the June and Aug emails highlighting WB offer & brands

Switzerland, Austria, and Germany engaged with WB offers and Homes & Villas

Most Clicked: Tier 2

MEMBER

France	SECTION NAME	LINK DESC TEXT
EMEA_LuxuryWB_31Jul_EN	TOP OFFERS	WBLuxuryEMEA
EU_SE_ItalyGreeceSpainMalta_Summer_All_Jul17_EN	TOP OFFERS	Welcome Back Offer
EU_Georgia_Welcome_Back_Aug28_EN	TOP OFFERS	Welcome Back

Spain	SECTION NAME	LINK DESC TEXT
EU_SE_Spain_WelcomeBack_All_Jul3_ES	TOP OFFERS	WELCOME BACK SUMMER HOLIDAYS
EU_SE_Spain_WelcomeBack_All_Jul3_ES		HVMI
EU_SE_RediscoverSpain_All_Oct2_ES		REDISCOVER SPAIN
EU_SE_RediscoverSpain_All_Oct2_ES		TENERIFE
EU_SE_RediscoverSpain_All_Oct2_ES		Welcome Back

Saudi Arabia	SECTION NAME	LINK DESC TEXT
MEA_KSA_WelcomeBack_Members_24Jul_EN	TOP OFFERS	KSA MILUX OFFER
MEA_KSA_WelcomeBack_Members_24Jul_EN		SA Welcome Back
MEA_KSA_WelcomeBack_members_9Oct_EN		KSA MILUX OFFER
MEA_KSA_WelcomeBack_members_9Oct_EN		SA Welcome Back

South Africa	SECTION NAME	LINK DESC TEXT
MEA_SSA_WB_all_Sept25_EN	TOP OFFERS	Welcome Back SA
MEA_SA_October_Welcome Back_all_23Oct_EN		Welcome Back SA
Adhoc_HVMI_MBRs_Oct16_EN		HVMI SA
MEA_SSA_WB_all_Sept25_EN		HVMI
South Africa July		SA Welcome Back Offer

Most of the clicks were on the Hero or Top Offer module for all countries

Engagement in **France** was the highest with the July and August luxury WB offers

Spain also responded well to WB offers in July, as well as the Oct Rediscover Spain email

July & Oct WB offers were the most engaging in **Saudi Arabia**

WB offers and Homes & Villas content received the most activity in **South Africa** (July, Sep, and Oct emails)

Most Clicked: Tier 3

MEMBER

Benelux	SECTION NAME	LINK DESC TEXT
EU_Amsterdam_WB_Members_7Aug_EN	TOP OFFERS	DiscoverAmsterdam
EU_FE_TheHague_Jun19_EN		HOLIDAY OFFERS
EU_FE_TheHague_Jun19_EN		EXPLORE OTHER HOTELS
EU_FE_TheHague_Jun19_EN		HO BREAKFAST
EU_SE_ItalyGreeceSpainMalta_Summer_All_Jul17_EN		Welcome Back Offer
EU_SE_ItalyPortugal_All_Aug28_EN		Resorts and Hotels in Portugal
EU_SE_ItalyPortugal_All_Aug28_EN		Rediscover Italy
EU_SE_ItalyPortugal_All_Aug28_EN		Resorts and Hotels in Portugal
EU_SouthernEurope_CityBreaks_Oct16_EN		citybreaks
MEA_GLPT_August_all_28Aug_EN		Welcome Back EMEA

Welcome Back offers were the most engaging in Benelux, Egypt, and Italy

Several destination and brand features performed well in Benelux

Global Promo ranked high in Egypt, and Homes & Villas in Italy

Egypt	SECTION NAME	LINK DESC TEXT
Egypt July	TOP OFFERS	Welcome Back offer Egypt
MEA_Egypt WB_Members_25Sep_EN	TOP OFFERS	Welcome Back offer Egypt
MEA_Egypt WB_Members_25Sep_EN	TOP OFFERS	Global Promo
MEA_Egypt WB_Members_25Sep_EN	TOP OFFERS	EMEA Welcome Back MILUX
MEA_Egypt WB_Members_25Sep_EN	TOP IMAGE	mast

Italy	SECTION NAME	LINK DESC TEXT
EU_SE_Italy_WelcomeBack_All_Jul31_EN	TOP OFFERS	WELCOMEBACK
EU_SE_ItalyGreeceSpainMalta_Summer_All_Jul17_EN	TOP OFFERS	Welcome Back Offer
EU_SE_Italy_WelcomeBack_All_Jul31_EN	TOP OFFERS	HVMI SUMMER OFFER
EU_SouthernEurope_CityBreaks_Oct16_EN	TOP OFFERS	citybreaksitaly

Most Clicked: Tier 3 (cont.)

MEMBER

Scandinavia	SECTION NAME	LINK DESC TEXT
EU_Denmark_WB_all_Jul3_EN	TOP OFFERS	WB Copenhagen
EU_Poland_WBOffer_9Oct_EN		WBOfferPoland
EU_SE_ItalyGreeceSpainMalta_Summer_All_Jul17_EN		Welcome Back Offer
EU_SE_ItalyPortugal_All_Aug28_EN		Resorts and Hotels in Portugal
EU_SE_ItalyPortugal_All_Aug28_EN		Rediscover Italy
EU_SouthernEurope_CityBreaks_Oct16_EN		citybreaks
MEA_GLPT_August_all_28Aug_EN		Welcome Back EMEA

High engagement in WB offers, regional property or brand features, and destination messages

F&B messages ranked high in Qatar and Turkey in October

Russia	SECTION NAME	LINK DESC TEXT
EU_Russia_WelcomeBackOffer_23Oct_RU	TOP OFFERS	RussiaWelcomeBack
EU_Russia_WelcomeBackOffer_23Oct_RU		RussiaLuxuryCollection
EU_Russia_WelcomeBackOffer_23Oct_RU		MarriottMoscow

Poland	SECTION NAME	LINK DESC TEXT
EU_Poland_Welcome_Back_Aug21_EN	TOP OFFERS	Welcome Back
EU_Poland_Staycation_All_Jun19_EN		POLAND STAYCATION
EU_Poland_WBOffer_9Oct_EN		WBOfferPoland
EU_Krakow_21Sep_EN		ESCAPE TO KRAKOW

Turkey	SECTION NAME	LINK DESC TEXT
EU_Bodrum_WB_all_Jun19_EN	TOP OFFERS	Welcome Back
GLT_Turkey_Dining_WB_MbrWeek_MBRS_Oct9_EN		WB Turkey
MEA_GLPT_August_all_28Aug_EN		Welcome Back EMEA
GLT_Turkey_Dining_WB_MbrWeek_MBRS_Oct9_EN		Dining Turkey

Qatar	SECTION NAME	LINK DESC TEXT
MEA_Qatar_WelcomeBack_All_24Jul_EN	TOP OFFERS	QA MILUX OFFER
GLT_Qatar_DohaFoodFest_all_EN Oct16		Doha Food Fest
MEA_Qatar_WelcomeBack_All_24Jul_EN		QA Welcome Back
GLT_Qatar_DohaFoodFest_all_EN Oct16		WB Qatar
GLT_Qatar_DohaFoodFest_all_EN Oct16		MoreCravings

Most Clicked: **NON-MEMBER**

Tier 1

Engagement was driven by the UAE, generating the most clicks across all tier 1 countries

June and Aug emails with welcome back offers were the most engaging

Ritz Carlton Al Wadi received more clicks than WB offer in June UAE email

Property features like the W Dubai The Palm and Sheraton JBR were among the most clicked

Tier 2

Spain and Saudi Arabia generated most of the email engagement

3 and 24 July campaigns featuring welcome back offers generated the most clicks

Homes & Villas messaging on 3 July was among the top 5 in Spain

Tier 3

Qatar drove most of the email engagement

24 July welcome back and 16 Oct Doha Food Fest emails drove the most clicks

Next Steps

1. Prepare for the Nov 30th meeting
2. Send final Tableau dashboards

Thank You!

APPENDIX

Glossary of Terms

Commonly Used Acronyms:

- ATM = Algorithmic Targeted Marketing
- BPK = Bookings Per Thousand (K) delivered emails
- CTOR = Click-to-Open Rate
- CTR = Click-Through Rate
- LPM = Loyalty Program Marketing (emails like Welcome and Achievers)
- MAU = Monthly Account Update
- MoM = Month Over Month
- YoY = Year Over Year

Data Sources:

- Financials = Omniture 7-Day Cookie
- Comparison averages = rolling 12-months



Stay, Play, Work Package

A haven for the work week – escape the work-at-home and enjoy the luxuries of executive assistant services and private workspace sanctuaries. Check your email under a poolside cabana. Take Zoom calls on your private balcony. Find a cozy spot in one of the resort's gardens and focus on your project list.

And after the work day make time to get-out and play. Enjoy the adult-only or family pool, dine under the stars with a \$50 dining credit, or take advantage of the numerous resort activities curated to satisfy every whim.

Your package includes:

- A \$50 Dining Credit (per stay)
- Complimentary Executive Assistant Services for print, copy, or zoom call setups
- Wi-Fi, High-Speed Internet Access
- Unlimited Driving Range Use

[BOOK NOW](#)

Drive In and Park for Free. No Resort Fees.

Cancellation fees are waived with a minimum of 24 hours notice.

*Offer Terms and Conditions apply. [Click for complete offer information.](#)



Get Out to Play After the School & Work Day

This is the return to a life well lived. Where personal luxury meets playful freedom. A haven for the adventurer, the wanderer and the endlessly curious.

Get out to play after the school and work day - It's a golden time to rediscover Southern California's greater outdoors. Golf in the crisp mornings. Movie night at the pool. Lawn games on repeat. And if slow is your travel setting, there are new opportunities to downshift mindfully. Reserve private yoga on the terrace; Bond with an owl; Gaze at a canopy of stars from your balcony; Take the walkway less traveled.

Resort Activities

Getaway or Get-Out and Play Packages



- 4th Night FREE.** Stay 4 nights or more at the resort and receive 4th night free. Book 14 days in advance. \$100 resort fee. Taxes and gratuities extra.
- Stay in Safari Adventure.** Take a walk on the wild side, enjoy a complimentary safari tour, and a complimentary breakfast. Book 14 days in advance. \$100 resort fee. Taxes and gratuities extra.
- Up to Four! All Play, No Pay.** A group's a getting merry, don't miss out on your 4th night. Book 14 days in advance. \$100 resort fee. Taxes and gratuities extra.

Book a Package

Work Anywhere Marketing: Stay, Play, Work Package

Subject Line: A Haven for the Work Week

Pre-Header: Stay, Play, Work in San Diego

Stay, Play, Work Package

A haven for the work week – escape the work-at-home and enjoy the luxuries of executive assistant services and private workspace sanctuaries. Check your email under a poolside cabana. Take Zoom calls on your private balcony. Find a cozy spot in one of the resort's gardens and focus on your project list.

And after the work day make time to get-out and play. Enjoy the adult-only or family pool, dine under the stars with a \$50 dining credit, or take advantage of the numerous resort activities curated to satisfy every whim.

Your package includes:

A \$50 Dining Credit per Stay

Complimentary Executive Assistant Services
for print, copy, or zoom call setups

Wi-Fi, High-Speed Internet Access

Unlimited Driving Range Use

[BOOK NOW](#)

Drive In and Park for Free. No Resort Fees.

Cancellation fees are waived with a minimum of 24 hours notice.

*Offer Terms and Conditions apply. [Click for complete offer information.](#)

Practical application
and reason to stay

Appeals to families
juggling work &
school



Get Out to Play After the School & Work Day

This is the return to a life well lived. Where personal luxury meets playful freedom. A haven for the adventurer, the wanderer and the endlessly curious.

Get out to play after the school and work day - It's a golden time to rediscover Southern California's greater outdoors. Golf in the crisp mornings. Movie night at the pool. Lawn games on repeat. And if slow is your travel setting, there are new opportunities to downshift mindfully. Reserve private yoga on the terrace; Bond with an owl; Gaze at a canopy of stars from your balcony; Take the walkway less traveled.

[RESORT ACTIVITIES](#)