

EMEA Monthly Email Review *May 2022*

05 July 2022

MARRIOTT
BONVOY®



LE MÉRIDIEN BARCELONA, SPAIN





THE ST. REGIS MARDAVALL MALLORCA RESORT, PALMA DE MALLORCA, SPAIN

Meeting Agenda

1. Key Storylines
2. Performance Summary
3. Campaign Engagement
 - Drive Market Solo
 - MAU
 - Lux MAU
 - METT
4. Testing & Optimization
5. Actionable Insights
6. Next Steps

Key Storylines

- Positive increase in financials MoM with several campaigns seeing increases from April to May
- Overall deliveries down in May with fewer program solos and promotions; CTR increased MoM
- Unsubscribe rate increased slightly but overall remained below average
- Engagement remained high for Drive market solo with increased revenue MoM
- Core MAU engagement was up MoM with revenue remaining consistent
- Overall METT revenue down with decreased revenue from less overall click activity

Monthly Performance Summary

Positive CTR And Financials MoM

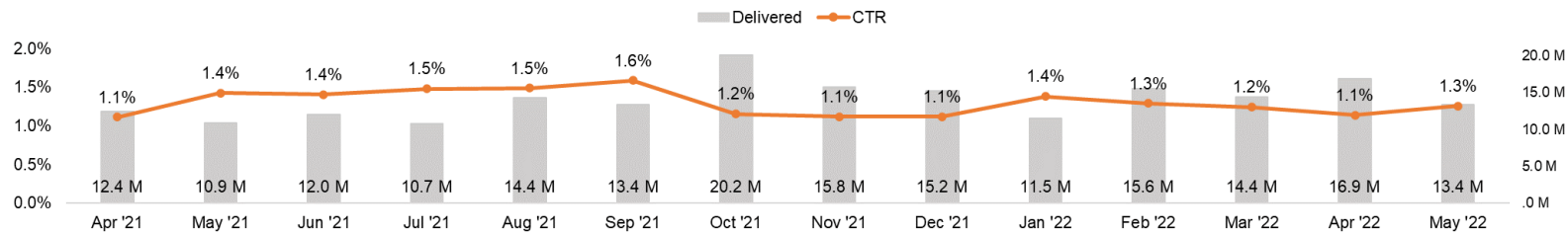
- Fewer promotion deliveries impacting overall delivery volume and click activity
- Slightly increased CTR from METTs, Core MAU and Drive Market Solo and higher engagement with partner campaigns contributed to increased CTR MoM
- Maintained near flat unsubscribe rate MoM and against average
- May revenue up 10.4% MoM, driven by increased revenue from Drive Market Solo and several categories including Brand, Engagement, Partner and Regional

KPI	May '22	MoM	vs. Avg
Delivered	13.4 M	-20.7%	-5.8%
Clicks	169.0 K	-12.3%	-8.8%
CTR	1.3%	+0.1 pts.	-0.0 pts.
Unsub Rate	0.23%	+0.01 pts	-0.01 pts
Bookings	1.1 K	+3.5%	-3.7%
Revenue	\$637.6 K	+10.4%	-8.0%

EMEA 12-Month Average = May '21 – Apr '22
Financial data source: Omniture 7-day cookie

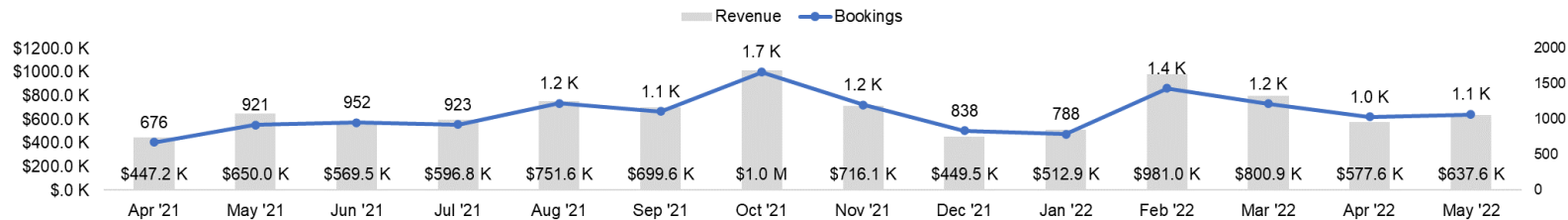
Consistent Trends With Increased Engagement And Financials

EMEA Overall KPI Trends (2021-2022)



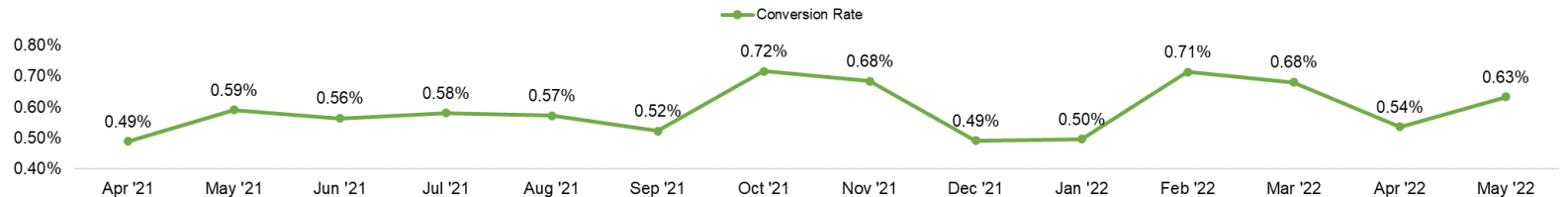
Slight increase in CTR with fewer deliveries MoM

EMEA Overall Financial Trends (2021-2022)



Increased Revenue and Bookings consistent with trend YoY

EMEA Conversion Rate Trends (2021-2022)

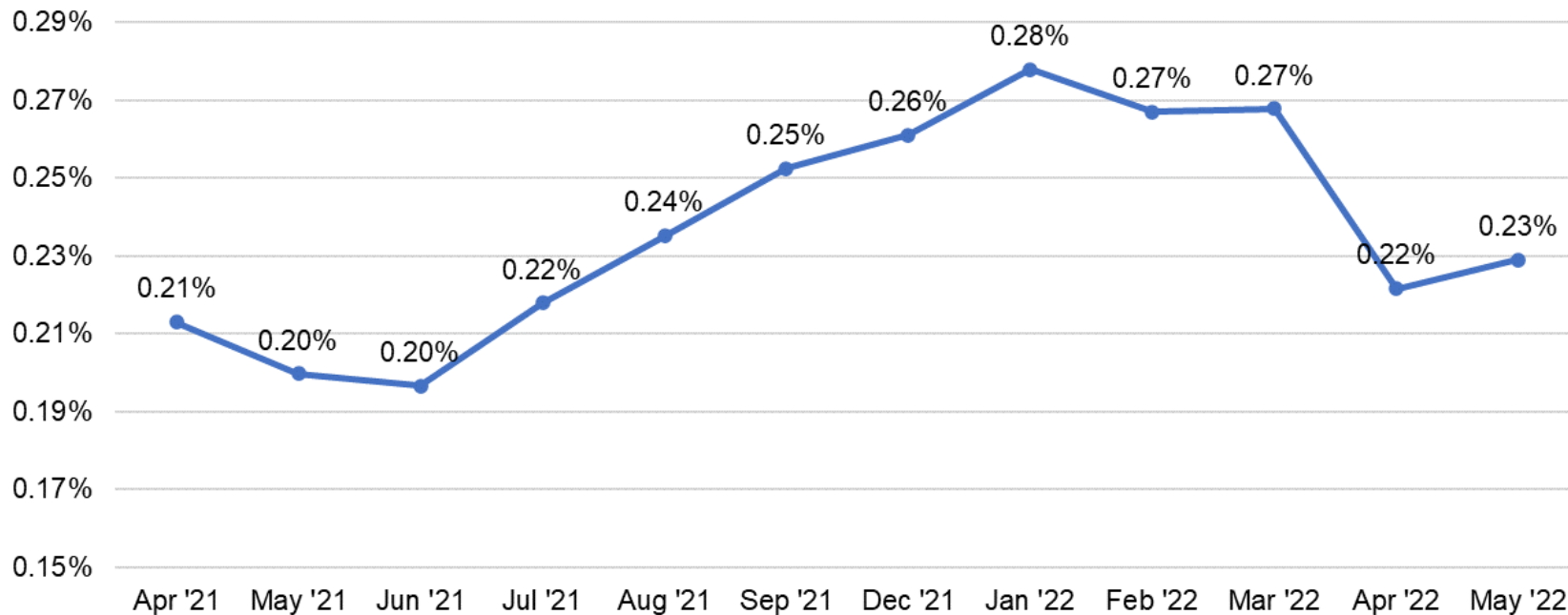


Higher conversion rate aligns with increased financials MoM

Maintained Lower Unsubscribe Rate Trend

MAU, METT and Escapes campaigns experienced increased unsubscribe rates in May

EMEA Engagement Trends: Unsubscribe Rate



May Goal Performance

- Both points activity and unsubscribe rate were positive compared to monthly goal
- Europe CTR steady MoM but slightly below monthly goal; lower click activity in METTs, Drive Market Solo and Partner emails
- MEA CTR increased significantly MoM but remained below goal; similar engagement patterns to Europe
- Revenue increased MoM for both regions putting MEA above goal but Europe was below by **18%**
 - Last chance Global promotion ended in April affecting May revenues
 - Financials also impacted by below average bookings/revenue from METT, Drive Market Solo, and Core MAU

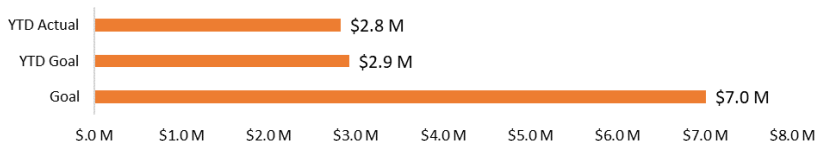
EMEA	May '22	Monthly Goal	vs. Goal
Points Activity	59.0 K	45.3K	+30%

EMEA	May '22	Monthly Goal	vs. Goal
Unsubscribe	0.23%	0.24%	-0.01pts

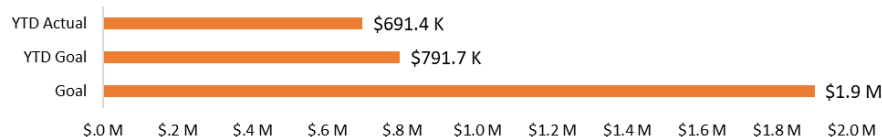
EUROPE	May '22	Monthly Goal	vs. Goal
CTR	1.4%	1.6%	-0.2 pts.
Revenue	\$477.5K	\$584.0 K	-18.2%

MEA	May '22	Monthly Goal	vs. Goal
CTR	0.9%	1.0%	-0.1 pts.
Revenue	\$160.1 K	\$158.3 K	+1.1%

Europe 2022 Revenue Goal

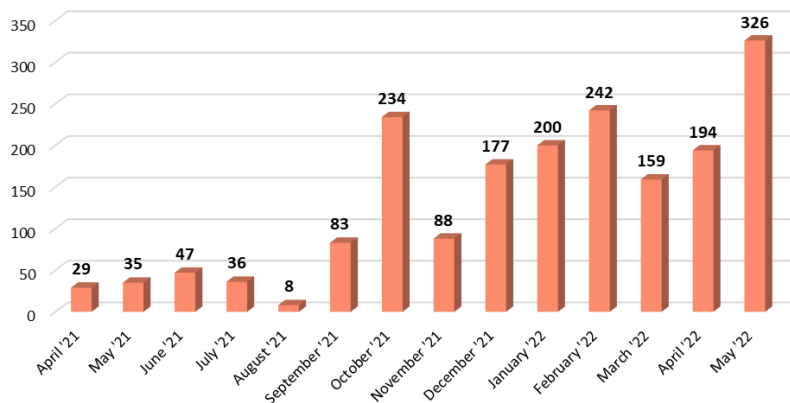


MEA 2022 Revenue Goal

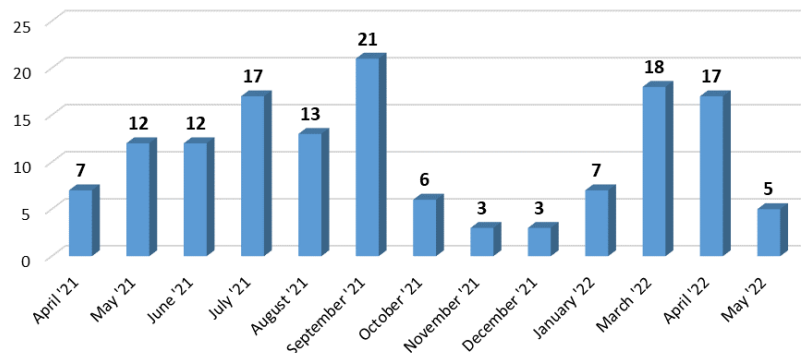


May App downloads surpasses previous highest month performance

2021-2022 Mobile App Downloads



2021-2022 EMEA Enrollments
(Code: EMEA)



- New app download module with icon included and upcoming/recent trip module adding to overall increase in app activity

Time Period	App Downloads
12 Mo. Avg.	125
May Total	326
vs Avg.	+160%
MoM	+105.% (+167)

Time Period	# Enroll
12 Mo. Avg.	12
May Total	5
vs Avg.	-58%
MoM	-70% (-12)

- New join banner messaging introduced in May, will continue to monitor for engagement patterns

Campaign Engagement

Drive Market Solo

May 2022 Drive Market Solo

Creative examples

May Highlights:

- New Lux vs Non-lux hero design
- PCIQ Property vs Lifestyle A/B test for Stay Longer offer
- What's your travel style poll
- 6 pack destinations module (3 local/3 cross border)
- Cobrand targeting
- New join module messaging
- Icon included in app banner

Treat Yourself to Someplace New
At These *Luxury Hotel Brands*.



Brian, enjoy sophisticated service and attention to detail, plus more places to earn and redeem points on a long weekend getaway, at these luxury hotels across the Marriott Bonvoy® portfolio.

EXPLORE MORE BRANDS

Treat Yourself to Someplace New
By Trying a Hotel That's New to You.



Take your next trip in style and explore more places to earn and redeem points on a long weekend getaway at these hotels across the Marriott Bonvoy® portfolio.

EXPLORE MORE BRANDS

[MY ACCOUNT](#)
[FIND & RESERVE](#)

Treat Yourself to Someplace New
At These *Luxury Hotel Brands*.

Enjoy sophisticated service and attention to detail, plus more places to earn and redeem points on a long weekend getaway, at these luxury hotels across the Marriott Bonvoy® portfolio.

EXPLORE MORE BRANDS

Take Our Poll
What's Your Travel Style?
Choose the way you like to travel and discover the brand best suited to your style.

Indulgence Meets Sophistication

Whatever/Whenever 24/7

Iconic Hotels and Authentic Experiences

Focus on the Principles of Mindfulness

MEMBER | 100 POINTS | 1 NIGHTS

[VIEW ACTIVITY](#) [SEE BENEFITS](#)

Stay Longer On Us

Recharge a little longer and save 15% or more on stays of 3 or more nights at participating hotels and resorts.

[VIEW RATES](#)

Your Destination Inspiration
Explore someplace you've never been, or revisit an old favorite.

More to Explore

Earn More Ways
As an Executive Club member, we make it easy for you to earn on your stays.
[BOOK YOUR STAY](#)

9 Ultra-Luxe Experiences Across the Globe

Follow this guide to the most exclusive and indulgent experiences from Spain to Bahrain.

[SEE THE GUIDE](#)

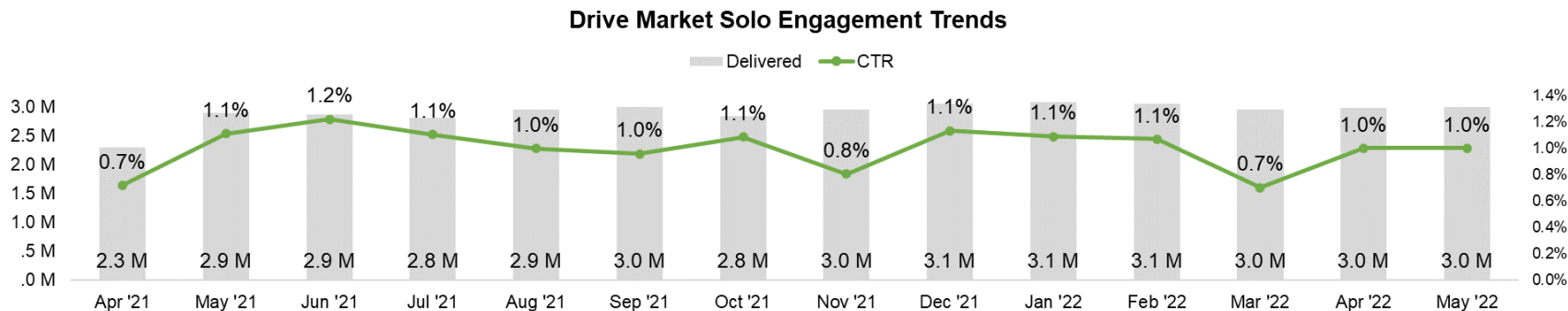
At Your Service
Visit our mobile app to easily check-in from anywhere, receive room-ready alerts, plan your next trip, and more.

[VISIT APP](#)

May Engagement Flat MoM With Increase In Revenue

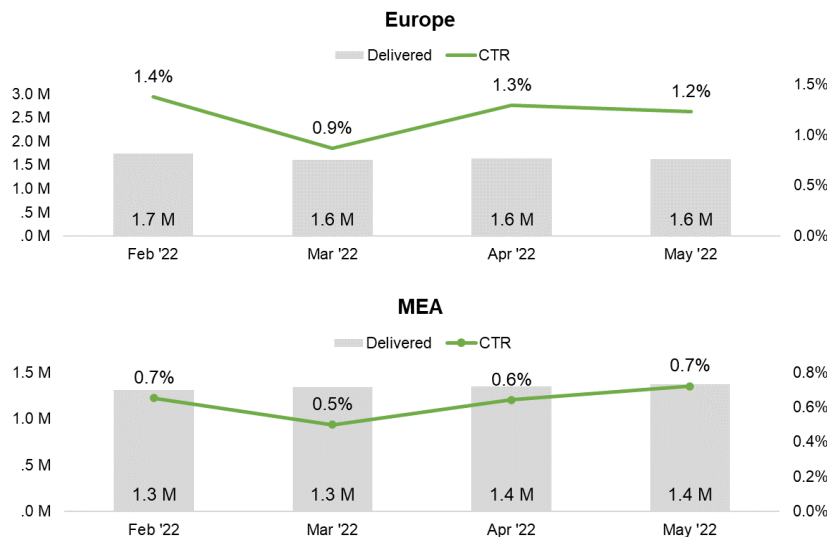
- Solo featured several highly engaging content pieces including:
 - Brand Education Hero, Brand Poll, Destination Module and Stay Longer On Us offer
 - Combined these modules accounted for 59% of total click activity
- Brand education content resonated most with members across all levels
- Unsubscribe decreased MoM; shows that content engaged readers

Drive Solos	May'22	MoM
Delivered	3.0 M	+0.4%
Clicks	30.0 K	+0.4%
CTR	1.0%	-0.0 pts.
Unsub Rate	0.20%	-0.02 pts.
Bookings	186	+38.8%
Revenue	\$124.4 K	+47.3%
% Bkgs. to EMEA	76.3%	-6.5 pts.
% Rev. to EMEA	73.8%	-11.7 pts.



CTR Remained Steady With Increased Revenue For Both Regions

- Increased engagement for MEA driven by high click activity with Hero and destination module with 46% of all clicks
- European markets engaged more heavily with the Poll and Stay Longer offer than MEA and favored Explore More brands CTA versus the individual property images
 - Combined the Explore More Brands CTA drove 19% of revenue with individual location images only converting to 1.87% of revenue
 - Consider using catch-all CTA like the one in the hero in other modules to engage readers in additional content



EUROPE: Engagement + Financials		
	May '22	MoM
Delivered	1.6 M	-0.6%
Clicks	20.1 K	-5.3%
CTR	1.2%	-0.1 pts.
Unsub Rate	0.23%	-0.02 pts.
Booking	141	+36.9%
Revenue	\$85.9 K	+54.0%

MEA: Engagement + Financials		
	May '22	MoM
Delivered	1.4 M	+1.6%
Clicks	9.9 K	+14.3%
CTR	0.7%	+0.1 pts.
Unsub Rate	0.17%	-0.01 pts.
Booking	45	+45.2%
Revenue	\$38.6 K	+34.5%

Modules That Encouraged Point Usage; Drove 34% Of Total Revenue

Brian Trinh

AMBASSADOR ELITE | 2,357,689 POINTS | 112 NIGHTS

» VIEW ACTIVITY » SEE BENEFITS

Member Module

3% of Clicks



Your Choice: Points or Avios

Learn more about our partnership with British Airways Executive Club and how you can earn Avios on your stays with us.

» LEARN MORE

Personalized Airline Module

2% of Clicks

Hero Offer

30% of Clicks



AUTOGRAPH
COLLECTION
HOTELS

COURTYARD
HOTELS

MAGY
HOTELS

FOUR
POINTS
BY SHERATON

Take your next trip in style and explore more places to earn and redeem points on a long weekend getaway at these hotels across the Marriott Bonvoy® portfolio.

EXPLORE MORE BRANDS

Stay Longer On Us Offer

3% of Clicks

Stay Longer On Us

Recharge a little longer and save 15% or more on stays of 3 or more nights at participating hotels and resorts.

» VIEW RATES



Top Performing May '22 Content: Hero, Destinations, Brand Poll

Hero Module #1 Most Clicked

Treat Yourself to Someplace New
By Trying a Hotel That's New to You.



Take your next trip in style and explore more places to earn and redeem points on a long weekend getaway at these hotels across the Marriott Bonvoy® portfolio.

EXPLORE MORE BRANDS

Stay Longer On Us Offer #4 Most Clicked

Destination Module #2 most clicked

Your Destination Inspiration
Explore someplace you've never been, or revisit an old favourite.



Stay Longer On Us

Recharge a little longer and save 15% or more on stays of 3 or more nights at participating hotels and resorts.

» VIEW RATES

Poll Module #3 Most Clicked

Take Our Poll

What's Your Travel Style?

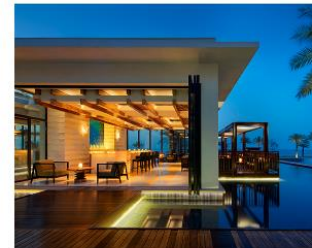
Choose the way you like to travel and discover the brand best suited to your style.

Indulgence Meets Sophistication

Whatever/Whenever 24/7

Iconic Hotels and Authentic Experiences

Focus on the Principles of Mindfulness



Hero Engagement Patterns

- Offer content has been the highest performing hero thus far, opportunities to continue including offers with 4-pack style
- May Solo was the top performing non-offer Hero in '22
 - Brand education content proved engaging but revenue was lower than other months
- High performing 4-Pack plus catch all CTA combination contributed to hero performance
 - 4-Pack Property Images captured higher percent of clicks across all levels but the explore more CTA drove significantly more revenue for all levels except platinum who converted more heavily on the image choices

Drive Market Solo	% of Clicks	% of Bookings
January (Resorts Feature)	21%	27%
February (Global Promotion)	43%	64%
March (Poll Results)	17%	13%
April (Three Offers)	31%	23%
May (Brand Education)	28%	12%



A World of Resorts and Endless Experiences Awaits.

Experience unparalleled access to a world of unique experiences and inspiring resort destinations, so you can indulge, explore, and unwind like never before.

[EXPLORE RESORTS](#)

Your points balance is \$ 500. Remember points can take you all the way to your next experience. Redeem for free nights and more. [Learn how](#)

January



Save on Dreamworthy Escapes For the Entire Family.

Bring your family with you on your next getaway and enjoy 50% off your 2nd room.

[BOOK NOW](#)

Travelers should review destination country's government guidance to confirm eligibility to travel and understand vaccination requirements.

February



Plan a Spring Escape That Fits Your Style.

We went out a poll last month to discover your dream destination. Now we're sharing some travel inspiration to take you even further in Qatar.

[EXPLORE NOW](#)

Travelers should review destination country's government guidance to confirm eligibility to travel and understand vaccination requirements.

March

Choose From Three Unforgettable Resort Offers

From beachside suites to island retreats, explore our participating resorts.*



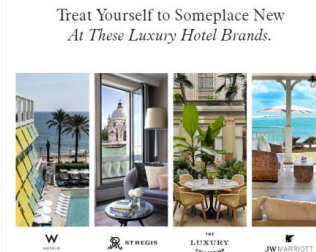
5,000 Bonus Points per Stay »

Book Now and Save up to 20% »

Complimentary Dinner for Two »

* These offers are available at select participating properties across Europe, Middle East, and Africa.

April



Treat Yourself to Someplace New At These Luxury Hotel Brands.

Brain, enjoy sophisticated service and attention to detail, plus more places to earn and redeem points on a long weekend getaway, at these luxury hotels across the Marriott Bonvoy® portfolio.

[EXPLORE MORE BRANDS](#)

May

MARRIOTT
BONVOY®



Increased Audience Size Of All Luxury Levels In May

- CTR remained flat at aggregate level with L1 seeing the highest growth and L3 the greatest decline
 - L1 top content was the Hero and Destination module; both L1 and L2A generated 100% of their revenue from header and footer
- L2B and L3 favored poll content over any other segment

Drive Market Solo (May 2022)	L1	L2A	L2B	L3	Everyone Else	Total
Delivered (MoM)	152.1 K (+3.7%)	48.6 K (+2.2%)	85.1 K (+1.2%)	14.9 K (+1.2%)	2.7 M (+0.2%)	3.0 M (+0.4%)
Clicks	1.3 K	686	2.0 K	395	25.6 K	30.0 K
CTR (MoM)	0.9% (+0.2 pts)	1.4% (+0.1 pts)	2.4% (-0.9 pts)	2.6% (-1.9 pts)	0.9% (+0.0 pts)	1.0% (-0.0 pts)
Unsub%	0.17%	0.14%	0.06%	0.04%	0.21%	0.20%
Bookings	5	6	21	5	152	189
Room Nts.	23	23	53	10	424	533
Revenue	\$10.9 K	\$6.4 K	\$12.1 K	\$3.3 K	\$92.2 K	\$124.9 K
Rev/Del.	40.07	\$0.13	\$0.14	\$0.22	\$0.03	\$0.04

May '22 Heat Map: **Luxury Segments**

- Hero captured highest share of engagement across all luxury levels and non lux audiences
- For L1 and L2A, member module was the second highest clicked module
- Poll content was second highest clicked module for L2B and L3
 - Higher engagement on average with lux segments vs everyone else
- On average the destinations module was the second highest clicked module influenced by everyone else segment's engagement

% of Clicks	L1	L2A	L2B	L3	Everyone Else	Average
Header	16.32%	16.56%	10.77%	9.07%	17.29%	16.75%
Language Preference	1.85%	1.18%	0.49%	0.20%	1.43%	1.38%
Upcoming Stay	0.26%	0.75%	1.05%	1.61%	0.48%	0.52%
Recent Stay	0.46%	0.86%	1.35%	2.02%	0.51%	0.58%
Hero	28.22%	26.99%	22.24%	21.98%	24.87%	24.87%
Member Module	15.08%	14.52%	7.84%	8.47%	8.70%	9.05%
Poll	6.36%	10.65%	19.43%	21.37%	8.06%	8.87%
Offer	4.31%	6.77%	9.68%	7.06%	5.84%	6.04%
Destinations	12.37%	10.75%	12.04%	13.10%	14.76%	14.39%
Airline Partners	0.97%	1.83%	5.93%	5.44%	1.45%	1.75%
Traveler	2.62%	3.01%	5.78%	5.65%	2.37%	2.64%
Join Marriott Bonvoy	0.05%	0.00%	0.00%	0.00%	0.03%	0.03%
Mobile App	2.41%	1.94%	1.46%	1.81%	2.87%	2.73%
Footer	10.57%	5.38%	2.44%	2.42%	12.77%	11.79%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

May '22 Heat Map: **Lux Version**

- Hero module was the top clicked module across most campaign segments in May
- Poll and Destinations module strong click catcher in the second and third spot
- Offer module either 3rd or 4th most clicked across markets below

% of Clicks	BENELUX _ENG	EGYPT+ _ARB	EGYPT+ _ENG	FRANCE _ENG	FRANCE+ _FRE	GERMANY _ENG	GERMANY+ _GER	ITALY _ENG	ITALY+ _ITA	QATAR _ARB	QATAR _ENG
Header	11.32%	10.81%	21.76%	12.96%	9.76%	10.98%	7.92%	22.58%	11.11%	15.91%	15.33%
Upcoming Stay	1.42%	0.00%	0.62%	1.85%	0.00%	1.22%	0.77%	0.00%	1.11%	0.00%	0.00%
Recent Stay	0.47%	0.00%	1.08%	1.85%	1.22%	0.81%	0.89%	0.00%	0.56%	4.55%	1.74%
Hero	23.58%	35.14%	23.61%	35.19%	32.93%	26.42%	21.71%	19.35%	33.89%	25.00%	25.78%
Poll	19.81%	2.70%	6.33%	11.11%	23.17%	12.20%	36.27%	17.74%	18.33%	9.09%	5.23%
Member Module	5.66%	8.11%	14.51%	7.41%	4.27%	7.93%	5.62%	12.90%	3.33%	15.91%	20.56%
Offer	11.32%	13.51%	6.33%	9.26%	7.32%	7.72%	6.00%	9.68%	5.00%	4.55%	2.79%
Destinations	15.57%	13.51%	12.19%	11.11%	12.80%	10.16%	9.32%	12.90%	16.67%	9.09%	14.63%
Airline Partners	3.77%	2.70%	2.78%	3.70%	2.44%	5.28%	3.45%	1.61%	2.22%	2.27%	1.74%
Traveler	3.30%	2.70%	2.78%	1.85%	3.66%	7.72%	5.75%	1.61%	4.44%	0.00%	1.39%
Join Marriott Bonvoy	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Mobile App	2.36%	8.11%	2.31%	0.00%	1.22%	1.63%	1.15%	0.00%	0.00%	4.55%	2.79%
Footer	1.42%	2.70%	5.71%	3.70%	1.22%	7.93%	1.15%	1.61%	3.33%	9.09%	8.01%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

May '22 Heat Map: **Lux Version**

- Consistently less engagement with Poll content from MEA segments
- Higher engagement with member module from luxury campaign segments
- Offer content was strong for most markets; In Saudi Arabia, South Africa and Turkey Airlines module pulled click activity

% of Clicks	SAUDI_ARABIA _ARB	SAUDI_ARABIA _ENG	SCAND _ENG	S_AFRICA _ENG	SPAIN _ENG	SPAIN+ _SPA	TURKEY _ENG	UAE _ARB	UAE _ENG	UK _ENG
Header	9.52%	12.34%	18.44%	10.26%	15.52%	18.52%	8.11%	6.67%	12.18%	11.24%
Upcoming Stay	0.00%	0.32%	0.45%	2.56%	0.00%	0.00%	0.00%	0.00%	0.39%	1.81%
Recent Stay	3.17%	0.32%	1.95%	0.00%	0.00%	0.93%	0.00%	3.33%	0.91%	0.80%
Hero	30.16%	32.47%	24.89%	17.95%	17.24%	22.22%	32.43%	16.67%	25.65%	21.59%
Poll	7.94%	4.55%	9.15%	20.51%	13.79%	6.48%	13.51%	6.67%	8.16%	13.96%
Member Module	4.76%	12.99%	11.24%	7.69%	17.24%	18.52%	5.41%	13.33%	16.06%	11.65%
Offer	7.94%	6.82%	6.75%	5.13%	8.62%	8.33%	5.41%	13.33%	6.99%	9.64%
Destinations	14.29%	12.66%	11.39%	23.08%	10.34%	13.89%	8.11%	20.00%	11.79%	12.25%
Airline Partners	7.94%	2.60%	2.85%	5.13%	5.17%	1.85%	8.11%	6.67%	3.76%	5.12%
Traveler	4.76%	1.95%	4.20%	0.00%	6.90%	5.56%	10.81%	3.33%	2.59%	6.02%
Join Marriott Bonvoy	0.00%	0.00%	0.15%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Mobile App	3.17%	3.57%	1.50%	0.00%	1.72%	0.00%	2.70%	3.33%	2.20%	1.81%
Footer	6.35%	9.42%	7.05%	7.69%	3.45%	3.70%	5.41%	6.67%	9.33%	4.12%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

May '22 Heat Map: **Non-Lux Version**

- Lux and non lux segments on average clicked the hero and destinations module the most
- Germany + and Italy + engaged more with the poll than destinations module

% of Clicks	BENELUX _ENG	EGYPT+ _ARB	EGYPT+ _ENG	FRANCE _ENG	FRANCE+ _FRE	GERMANY _ENG	GERMANY+ _GER	ITALY _ENG	ITALY+ _ITA	QATAR _ARB	QATAR _ENG
Header	19.84%	10.00%	23.70%	19.22%	13.47%	17.98%	13.86%	16.36%	12.28%	31.82%	18.07%
Upcoming Stay	0.46%	0.00%	0.29%	0.24%	0.40%	0.53%	0.45%	1.56%	0.17%	0.00%	0.25%
Recent Stay	0.33%	0.77%	0.64%	0.00%	0.40%	0.34%	0.61%	0.00%	1.00%	0.00%	0.51%
Hero	21.08%	33.08%	26.95%	25.55%	31.46%	20.31%	21.47%	22.86%	30.87%	24.24%	21.37%
Poll	5.35%	10.77%	4.10%	4.87%	15.21%	4.43%	21.55%	6.75%	16.85%	3.03%	4.58%
Member Module	5.48%	8.46%	10.84%	8.27%	5.39%	6.19%	5.94%	7.53%	4.07%	6.06%	12.72%
Offer	4.77%	4.62%	5.51%	2.43%	5.23%	5.86%	6.89%	4.94%	5.39%	7.58%	4.96%
Destinations	19.58%	13.85%	11.72%	17.27%	13.63%	13.03%	12.62%	17.66%	14.69%	7.58%	14.89%
Airline Partners	1.89%	0.77%	0.62%	0.73%	1.27%	1.69%	3.26%	1.56%	0.91%	0.00%	0.51%
Traveler	3.26%	2.31%	1.08%	2.68%	2.54%	3.60%	4.32%	3.12%	3.15%	0.00%	0.76%
Join Marriott Bonvoy	0.00%	0.00%	0.04%	0.00%	0.00%	0.15%	0.00%	0.00%	0.00%	0.00%	0.13%
Mobile App	5.35%	1.54%	3.33%	2.68%	2.22%	4.32%	2.41%	2.86%	2.57%	3.03%	4.83%
Footer	12.60%	13.85%	11.16%	16.06%	8.80%	21.58%	6.63%	14.81%	8.05%	16.67%	16.41%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

May '22 Heat Map: **Non-Lux Version**

- On average amongst non-lux segments content module captured more activity than member module indicating a good mix of content modules and offers in May Drive Market Solo
- Hero was the top clicked module across all markets and segments

% of Clicks	SAUDI_ARABIA _ARB	SAUDI_ARABIA _ENG	SCAND _ENG	S_AFRICA _ENG	SPAIN _ENG	SPAIN+ _SPA	TURKEY _ENG	UAE _ARB	UAE _ENG	UK _ENG
Header	5.02%	15.35%	20.46%	16.16%	18.25%	14.79%	38.71%	5.88%	15.89%	14.40%
Upcoming Stay	0.00%	0.40%	0.51%	0.13%	0.25%	0.63%	0.00%	0.00%	0.22%	0.87%
Recent Stay	0.42%	0.63%	0.61%	0.44%	0.75%	0.80%	0.00%	0.00%	0.33%	0.35%
Hero	38.91%	32.69%	23.35%	29.87%	23.25%	22.27%	15.48%	33.82%	26.70%	23.44%
Poll	9.62%	3.31%	5.38%	5.72%	6.00%	13.48%	3.87%	7.35%	4.34%	7.56%
Member Module	6.69%	7.99%	7.89%	10.50%	8.25%	10.79%	10.97%	7.35%	11.62%	9.97%
Offer	12.55%	4.79%	4.73%	5.60%	3.75%	9.37%	1.29%	5.88%	5.61%	6.60%
Destinations	10.04%	13.46%	13.69%	22.20%	16.75%	13.99%	13.55%	17.65%	14.30%	17.66%
Airline Partners	2.51%	0.68%	0.91%	0.88%	1.75%	1.20%	3.23%	1.47%	1.41%	1.90%
Traveler	1.67%	1.43%	2.22%	1.64%	4.75%	2.86%	2.58%	0.00%	1.60%	2.23%
Join Marriott Bonvoy	0.00%	0.11%	0.06%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Mobile App	4.60%	3.25%	2.75%	0.94%	3.00%	2.57%	3.87%	1.47%	2.34%	2.26%
Footer	7.95%	15.92%	17.45%	5.91%	13.25%	7.25%	6.45%	19.12%	15.63%	12.76%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

May '22 Heat Map: Poll Results

- Overall luxury segmented poll responses contributed to one of the highest poll engagement months to date
- Kick back and relax clear winner amongst non-lux poll recipients
- Majority of L1 clicks went to iconic luxury and unforgettable moments
- L2A, L2B, and L3 all chose Indulgence meets sophistication as the top poll response, but Iconic Luxury and unforgettable moments was a close second for L2A and L2B

Poll Options	L1	L2A	L2B	L3
Lux Poll				
Focus on the Principles of Mindfulness	12.90%	11.11%	12.93%	14.15%
Iconic Hotels and Authentic Experiences	5.65%	4.04%	5.41%	5.66%
Iconic Luxury and Unforgettable Moments	38.71%	35.35%	31.27%	23.58%
Indulgence Meets Sophistication	28.23%	38.38%	33.40%	37.74%
Soak It In and Live It Up	14.52%	11.11%	16.99%	18.87%

Poll Options	Everyone Else
Non-Lux Poll	
Exactly Like Nothing Else	19.28%
Fueled by Passion	16.85%
Kick Back and Relax	50.61%
Ready to Play	13.26%

May '22 Destinations: Cross Border vs Domestic

- Domestic locations preferred by more markets for both Europe and MEA
- Greece, France and Portugal top cross border destinations
 - Europe Top Destinations: Exeter, Berlin, Greece
 - MEA: Red Sea, Turkey, UAE
- Positive engagement trends with domestic locations continues, recommend domestic focused module in upcoming months

Region	Cross Border	Domestic
Europe	36%	64%
MEA	22%	78%

Your Destination Inspiration

Explore someplace you've never been, or revisit an old favourite.



Inspiration for your destination

Explore a place you've never been, or revisit a former favorite



May '22 Hero Engagement Breakdown

- Explore more brands captured highest single total clicks with both lux and non-luxury audiences
 - Explore more CTA drove the largest share of revenue for both luxury and non-luxury audiences as well, more than all of the hero choices combined
 - Continue including a catch all CTA with 4-pack navigation when available
- Top hero choice for Luxury audiences: W Hotel
- Top hero choice for non-luxury audience: Autograph
- Recommend following up with this insight into a brand focus module doubling as a brand education spotlight

Luxury Audience	
Hero	Clicks
JW Marriott Image	269
Luxury Collection*	61
St. Regis Image	316
W Hotels Image	334
The Ritz-Carlton*	170
EXPLORE MORE BRANDS (CTA)	353

**Ritz and Luxury Collection not show to all audiences*

Non-Luxury Audience	
Hero	Clicks
Autograph Collection Image	352
Courtyard Image	370
Four Points by Sheraton Image	245
Moxy Image	177
EXPLORE MORE BRANDS (CTA)	518

Monthly Account Update (Core MAU)

12&19 May 2022 Core MAU

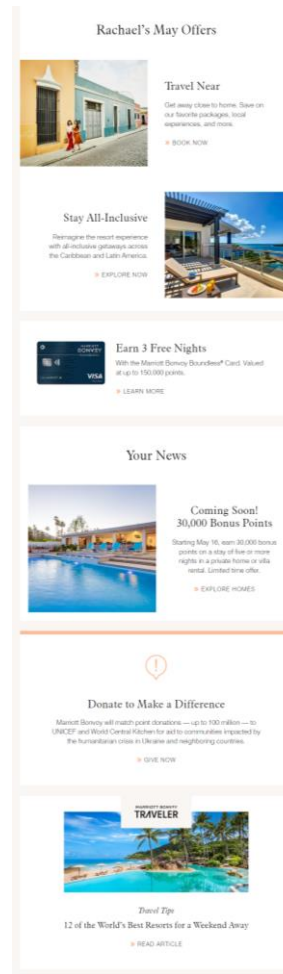
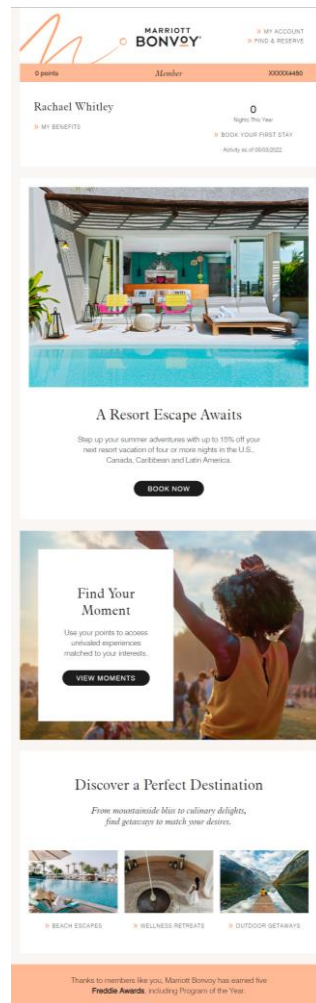
Creative Examples

Subject Line

May Account Update: Save 15% on a Resort Escape

Pre-Header

See what's new this month.



Targeted May Core MAU Content

Hero — MEA Resorts — EN, BE, ES, FR, DE, IT

SL: June Account Update: Earn 5,000 Points on a Resort Escape

PH: See what's new this month.



A Resort Escape Awaits

Earn 5,000 bonus points when you book a premium room or suite for two or more nights.

BOOK NOW

(in footer) Featured property: Dead Sea Marriott Resort & Spa, Sweimeh, Jordan

Offer 1 — Balearic Islands — EN, BE, ES, DE



The Islands Are Calling

Get 10% off plus 3,000 bonus points per stay in the Balearic Islands.

» LET'S GO

News 3 — Moments Mercedes AMG Event — EN



Lorem Ipsum Dolor

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Pellentesque eleifend.

» VIEW MOMENTS

News 1 — Shop With Points — EN, BE, ES, FR, DE, IT, PT, JP — Photo Cost: \$220



Travel Companions

Shop with points for travel essentials to enhance every journey, from business trips to beach getaways.

» SHOP NOW

Offer 2 — Zurich — EN, BE — Need Rights



Discover Zurich

Enjoy a complimentary room upgrade, breakfast for two, and more at a hotel like Neues Schloss Privat Hotel Zurich, Autograph Collection, Switzerland.

» BOOK NOW

12 & 19 May 2022 MAU

Performance Summary

Europe	Delivered	Clicks	CTR	Unsub	Revenue
British English	607.7 K	7.9 K	1.3%	0.3%	\$45.0 K
English	619.5 K	7.3 K	1.2%	0.2%	\$61.7 K
French	67.8 K	1.2 K	1.8%	0.3%	\$2.8 K
German	114.9 K	3.1 K	2.7%	0.2%	\$16.0 K
Italian	57.5 K	855	1.5%	0.3%	\$6.3 K
Spanish	77.1 K	1.4 K	1.8%	0.2%	\$6.6 K
Grand Total	1.5 M	21.8 K	1.4%	0.2%	\$138.4 K

MoM +0.5% -2.9% -0.1 pts. +0.02 pts. -3.5%

MEA	Delivered	Clicks	CTR	Unsub	Revenue
British English	571.6 K	5.0 K	0.9%	0.2%	\$19.6 K
English	448.9 K	3.9 K	0.9%	0.2%	\$21.2 K
French	15.8 K	347	2.2%	0.2%	\$0 K
German	158	6	3.8%	0.6%	\$0 K
Italian	65	2	3.1%	0.0%	\$0 K
Spanish	466	6	1.3%	0.2%	\$0 K
Grand Total	1.0 M	9.2 K	0.9%	0.2%	\$40.8 K

MoM -17.3% -9.2% +0.1 pts. +0.00 pts. +2.5%

- CTR increased overall MoM but was down slightly for Europe and up for MEA
- MEA audiences showed higher engagement with MEA resorts offer contributing to revenue increase
- Engagement concentrated to MEA resorts offer, Balearic Islands and Mercedes moments content outside of member module and header
 - INL versions showed higher engagement with MEA resorts
- Slight increase in unsub for Europe with MEA remaining flat

Top May Content

- MEA Resorts hero offer drove the most revenue out of all content modules
- Resorts Hero performed higher than average with both Europe and MEA compared to previous months Hero's
- Header and member module capture the largest share of clicks and revenue for ENG and INL versions
- Top performing offers in May included:
 - MEA Resorts hero offer
 - Balaeric Islands Offer
 - HVMI Sale
 - Zurich Offer

MEA Resorts Hero



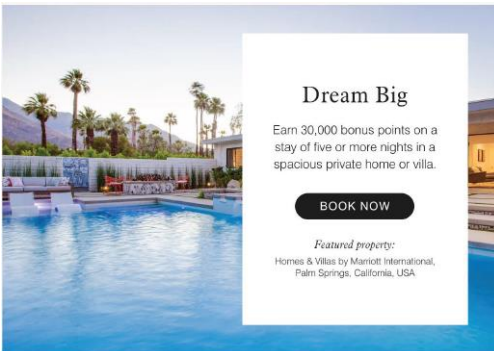
A Resort Escape Awaits

Earn 5,000 bonus points when you book a premium room or suite for two or more nights.

BOOK NOW

(in footer) Featured property: Dead Sea Marriott Resort & Spa, Sweimeh, Jordan

HVMI Offer



Dream Big

Earn 30,000 bonus points on a stay of five or more nights in a spacious private home or villa.

BOOK NOW

Featured property:
Homes & Villas by Marriott International,
Palm Springs, California, USA

Offer Content

Offer 1 — Balaeric Islands — EN, BE, ES, DE



The Islands Are Calling

Get 10% off plus 3,000 bonus points per stay in the Balearic Islands.

» LET'S GO

Offer 2 — Zurich — EN, BE — **Need Rights**



Discover Zurich

Enjoy a complimentary room upgrade, breakfast for two, and more at a hotel like Neues Schloss Privat Hotel Zurich, Autograph Collection, Switzerland.

» BOOK NOW

FPO

Moments

News 3 — Moments Mercedes AMG Event — EN



Lorem Ipsum Dolor

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Pellentesque eleifend.

» VIEW MOMENTS



Core MAU Heatmap

- Hero was the top clicked module for both regions but MEA resorts offer captured higher click activity from MEA
- Offers captured significantly more clicks from Europe with Balearic Islands offer being the second highest clicked content
- Moments resonated more with European audiences

% of Clicks	Europe	MEA	EMEA Average
Header	22.79%	24.82%	23.49%
Member Module	21.18%	24.82%	22.42%
Hero	17.02%	20.61%	18.25%
Moments	4.73%	2.81%	4.08%
Offers	14.80%	7.27%	12.23%
Balearic Islands	12.34%	7.27%	10.61%
Zurich	2.46%	0.00%	1.62%
Donate Points	0.23%	0.30%	0.26%
FNA Top Off	0.07%	0.07%	0.07%
Cobrand	0.95%	0.54%	0.81%
News	2.62%	2.91%	2.72%
Cruise with Points	0.00%	0.00%	0.00%
HVMl Sale	2.61%	2.91%	2.71%
Traveler	1.64%	0.95%	1.41%
Freddie Awards	0.07%	0.12%	0.09%
Footer	13.89%	14.78%	14.19%
Grand Total	100.00%	100.00%	100.00%

Luxury Monthly Account Update (Lux MAU)

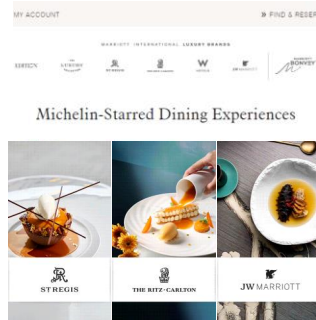
Lux MAU: May 12, 2022

Subject Line:

[Fname's] [Your] Account Update: New Michelin Stars, Culinary Offers, and More

Pre-Header:

Plus, five dining experiences worth traveling for and our newest hotel openings



Enjoy Extraordinary Dining

Start the day with complimentary breakfast and end it festive with a \$75 credit towards dinner at The New York EDITION's Michelin-Starred Clocktower Restaurant.

SEE OFFER



Epicurean Journey to Peru

Enjoy a culinary experience at one of the world's most coveted food destinations at Tambo del Inka, a Luxury Collection Resort & Spa, Valle Sagrado.

EXPLORE



More Culinary Inspiration



Five Dining Experiences Worth Traveling For
Each of these experiences stand out for delicious cuisine, exemplary service and considerable settings with a meal not soon forgotten.

SEE ALL 5



The New Food Festivals

Today's open-air eating events are a great way to sample top culinary movements. Here are a few trends you want to see with your eyes.

EXPLORE TRENDS



Brand New Twists on Classic Tales

With Gato Restaurant by Gato Sultana and the carry shop Zuchetti + Fabrazzi Pasticci, our new chefs are bringing a fresh spin to Rome's food scene.

INCLUDE IN ROUTE



Meet Chef Steven Wan

Grapple art and good food have more in common than you think at The New York EDITION's Clocktower Restaurant.

VIEW STORY

Celebrate Fine French Cuisine



Redeem points to experience an evening of decadent dining and impeccable service at Chef Thomas Keller's famed three Michelin-Starred restaurant, The French Laundry. Enjoy a nine-course tasting menu and a behind-the-scenes look at a tour of the kitchen with Marriott Bonvoy Moments™.

EXPLORE

Creative: Member Version

Explore Like Never Before



Hotel Clio, a Luxury Collection Hotel, Denver Cherry Creek

Discover endless opportunities for business, leisure and entertainment only at the hotel to experience the innovation that is The Clio Kitchen & Lounge restaurant.

DISCOVER DENVER

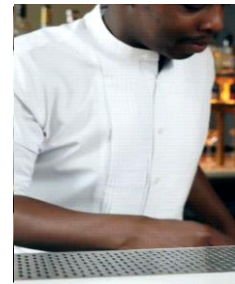
JW Marriott Sao Paulo

Unwind with indulgent spa treatments, relax in our modern swimming pool or treat yourself to international cuisine at Napa Restaurant.

EXPLORE SAO PAULO



Discover What Inspires You



Kiss off midday session at The Market EDITION with Pisco cocktails from Diego Ruiz's new restaurant, Origo.

FOLLOW US ON INSTAGRAM

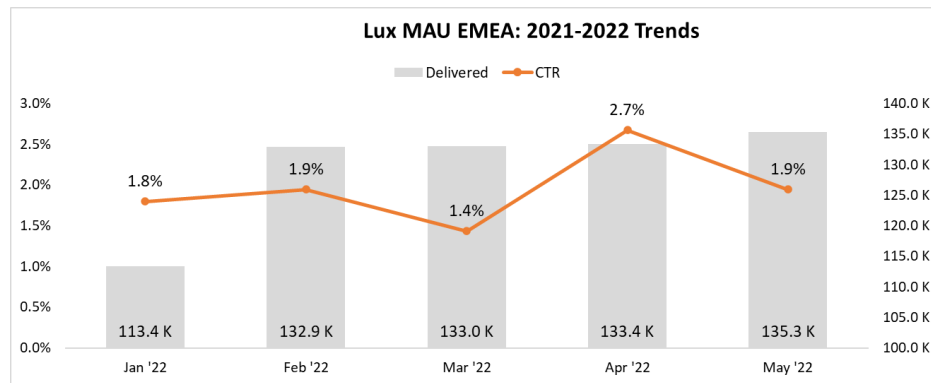
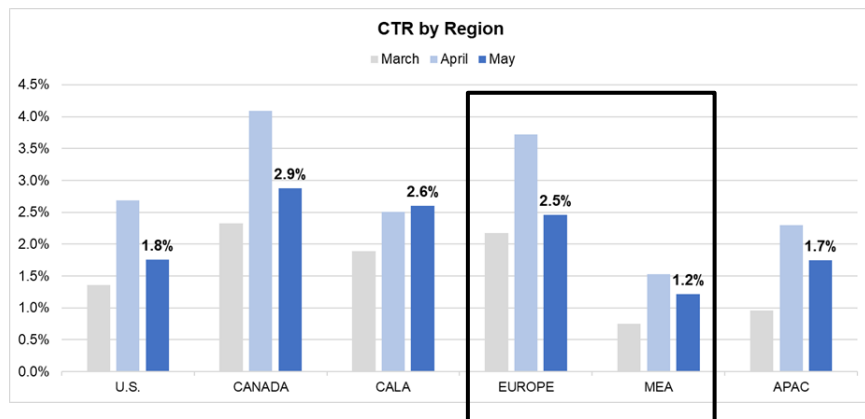


Launched Lux MAU May 12th

EMEA Engagement

May '22	Europe	MEA	Total	MoM
Delivered	66.4 K	68.9 K	135.3 K	+1.4%
Clicks	1.7 K	949	2.6 K	+26.3%
CTR	2.5%	1.4%	1.9%	-0.7 pts.
Unsub Rate	0.08%	0.12%	0.10%	-0.01 pts.
Bookings	18	9	27	+12.5%
Revenue	\$14.5 K	\$7.1 K	\$21.5 K	-5.6%

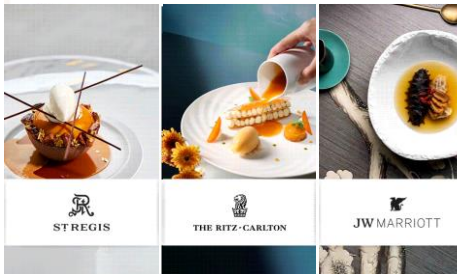
- 1.9% CTR was the third highest rate since August '21 launch
- Hero featuring culinary content and secondary offer content were the top clicked modules outside of member module for EMEA
- Journey “5 Dining Experiences” article was among top 4 most clicked
- Look into including Journey travel inspiration style content in Traveler for Drive Market Solo



Lux MAU Heat Map: EMEA Version

Module	Europe	MEA
Header	9.8%	15.2%
Hero	20.9%	15.4%
Offers	14.9%	11.2%
Member Module	30.6%	39.2%
Inspiration	13.7%	8.4%
5 Dining Experiences Worth Traveling For	8.8%	4.9%
The New Food Festivals	3.0%	2.1%
Brand New Twists on Classic Takes	1.8%	1.4%
Culinary	0.6%	0.7%
Moments	4.9%	2.2%
New Openings	1.1%	1.8%
Instagram	2.0%	1.6%
Footer	1.7%	4.3%
Grand Total	100.0%	100.0%

Michelin-Starred Dining Experiences




Experience our 2022 Michelin-Starred restaurants — where passion and dedication to culinary perfection collide — and create unforgettable memories over a meal that transcends traditional boundaries.

Janet Yungwirth

TITANIUM ELITE | 137,000 POINTS | 74 NIGHTS

» VIEW ACTIVITY » SEE BENEFITS

Celebrate Fine French Cuisine



Redeem points to experience an evening of decadent dining and impeccable service at Chef Thomas Keller's famed three Michelin Starred restaurant, The French Laundry. Enjoy a nine-course tasting menu and a behind the scenes for a tour of the kitchen with Marriott Bonvoy Moments™.

» EXPLORE

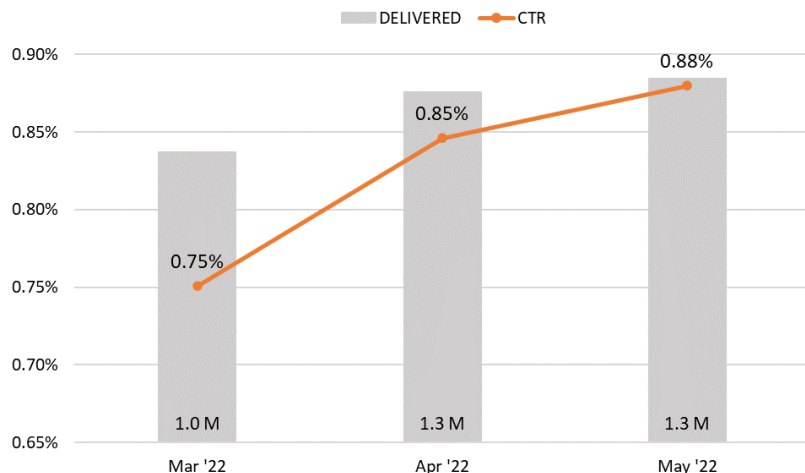
METT Emails

Decreased Revenue MoM With Slight Increase In CTR

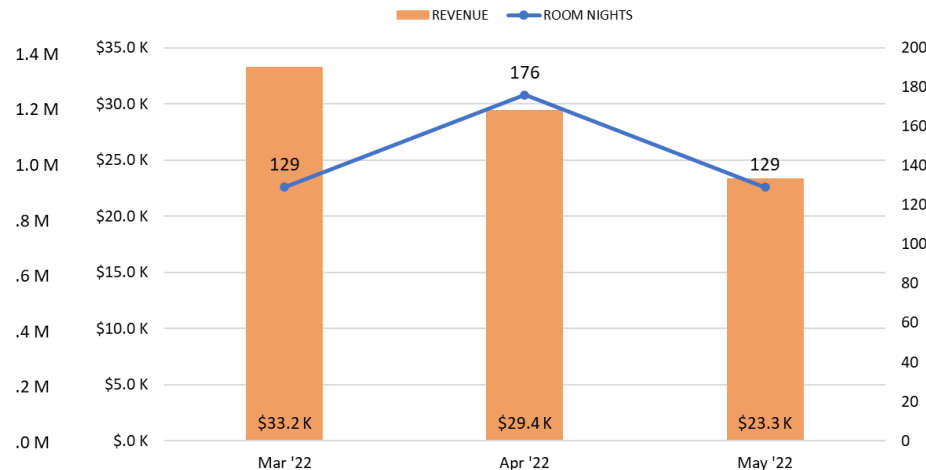
- CTR increased MoM with higher engagement from seasonal METTs (summer, autumn, etc.) which contributed most to revenue
- Revenue down across all major METT campaigns except Luxury Beach Resorts with above average revenue
- Unsub rate up slightly MoM

	May'22	MoM
Delivered	1.3 M	+3.8%
Clicks	10.2 K	-4.6%
CTR	0.9%	+0.1 pts.
Unsub Rate	0.21%	+0.03 pts.
Bookings	54	-8.1%
Revenue	\$23.2 K	-21.3%

METT 3 Month Engagement Trends



METT 3 Month Financial Trends

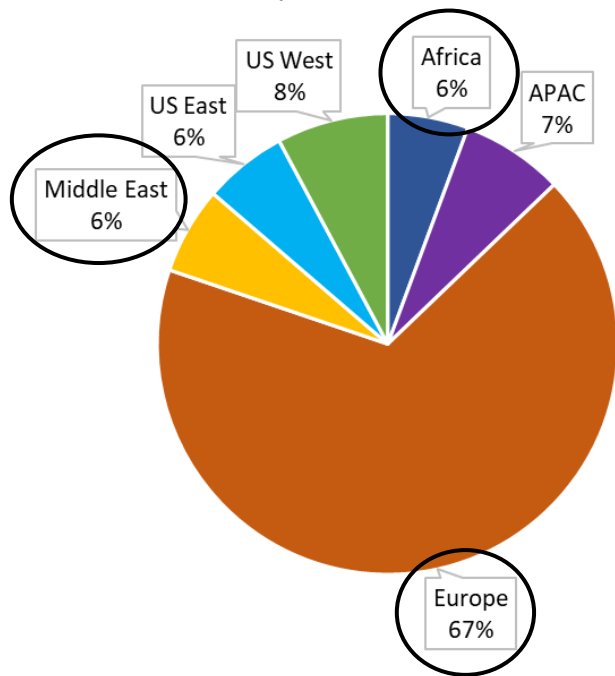


79% of May Revenue went to EMEA properties

- Increase of share of revenue back to EMEA MoM

Total Revenue by Region

■ Africa ■ APAC ■ Europe ■ Middle East ■ US East ■ US West



Top 5 Hotels booked in EMEA	Revenue
WH IBIZA	\$6,003.01
JW MARRIOTT ABSHERON BAKU	\$1,409.80
WH ALGARVE	\$1,188.37
OX LISBOA ORIENTE	\$1,023.65
AK THE PANTHEON ICONIC ROME HOTE	\$931.75
Total Revenue	\$10,556.57

May METT Campaign List

- Consistent CTR MoM with several high-volume campaigns performing above 1.0% CTR;
 - UK Sandy Park, Spa Campaign
- Several high performers but on average less revenue was seen from all high volume METTs in May outside of Luxury Beach Resorts and Portugal campaign

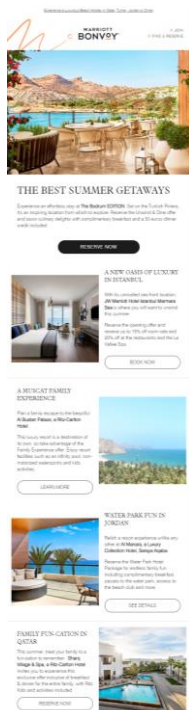
Campaign Name	Delivered	Clicks	CTR	7 Day Bookings	7 Day Revenue
EMEA_GLT_LuxuryBeachResorts_May20_EN	39,508	305	0.8%	4	\$7,503
EMEA_SE_PortugalCampaign_May27_EN	93,624	943	1.0%	7	\$4,190
EMEA_SSA_Autumn_May20_EN	61,523	163	0.3%	6	\$2,098
EMEA_UAE_Local_May6_EN	55,779	322	0.6%	2	\$1,656
EMEA_WEM_SpringGetaways_May27_EN	98,366	886	0.9%	6	\$1,612
EMEA_US_W_Openings_20May_EN	48,975	395	0.8%	2	\$1,202
EMEA_UK_SandyPark_May27_EN	61,599	717	1.2%	4	\$1,148
EMEA_W_Openings_20May_EN	49,231	1,016	2.1%	2	\$949
EMEA_SE_Spain_Ibiza_May6_EN	86,217	649	0.8%	3	\$807
EMEA_SpaCampaign_May6_EN	90,807	1,144	1.3%	8	\$769
EMEA_UK_PlatinumJubilee_May20_EN	49,079	343	0.7%	4	\$600
EMEA_KSABE_Saudi_May27_EN	81,750	329	0.4%	4	\$536
EMEA_WEM_Munich_May6_EN	49,215	455	0.9%	1	\$169
EMEA_SSA_SLOU_27May_EN	98,205	379	0.4%	1	\$54
EMEA_TLC_GreekLuxuryIslandHopping_May6_EN	49,083	467	1.0%		
EMEA_SE_SpringinItaly_May6_EN	53,056	262	0.5%		
EMEA_Franchise_PFOMD_Cyprus_May6_EN	49,171	424	0.9%		
EMEA_WEM_MiddleEast_May20_EN	49,080	293	0.6%		
EMEA_Franchise_HC51PrideOffer_May20_EN	49,240	328	0.7%		
EMEA_Opening_MoxyAthens_EN	98,863	404	0.4%		
Total	1,312,371	10,224	0.8%	54	\$ 23,292.42

Top Performing METTs: May 2022

May: Highest Revenue

EMEA_GLT_LuxuryBeachResorts_May20_EN

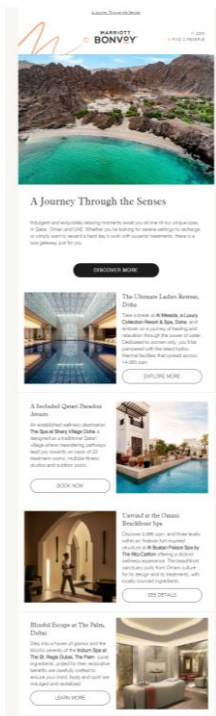
Subject Line: 5 Sunny Resorts To Reserve Now for Your Summer Holiday



May: High Click and Revenue

EMEA_SpaCampaign_May6_EN

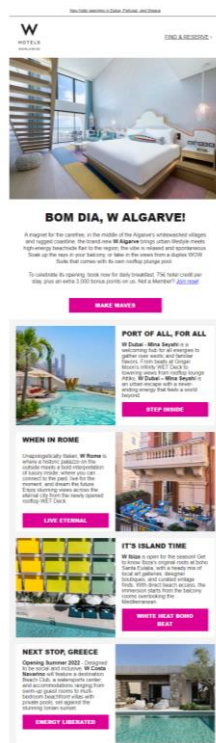
Subject Line: Luxury Spa Experience



May: Highest CTR

EMEA_US_W_Openings_20May_EN

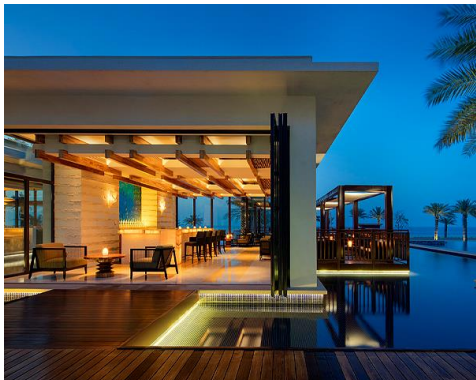
Subject Line: Make Waves at Brand New W Algarve, and Enjoy 3,000 Bonus Points On us



Testing & Optimization

Click Analysis - Language Specific

- For ENG, both the images perform almost equal. However, the 2nd image is marginally better.
- For SPA, the 2nd image performs better.
- For all other languages, the 1st image performs better.



Name :
PROPERTY_NIGHT_WATER



Name :
LIFESTYLE_DAY_WATER

Month_Id	Language	PROPERTY_NIGHT_WATER	LIFESTYLE_DAY_WATER
202205	ARB	2.26%	2.11%
	ENG	1.1864%	1.1865%
	FRE	2.28%	2.06%
	GER	3.83%	3.59%
	ITA	2.24%	2.05%
	SPA	2.09%	2.22%

PCIQ SL Testing

DeploymentDate_M	Language	SL1	SL2	SL3	SL4	SL5
5/6/2022	ARB	21.7%	21.4%	20.8%	19.7%	21.6%
5/3/2022	ENG	18.7%	18.6%	18.2%	17.8%	18.9%
	FRE	20.2%	19.6%	19.9%	19.7%	20.6%
	GER	21.4%	22.3%	20.1%	20.1%	22.2%
	ITA	20.7%	20.6%	21.6%	20.2%	21.4%
	SPA	23.2%	22.3%	21.4%	21.4%	23.0%

SL NO	SL	Tags
SL1	Treat Yourself to Someplace New[, Fname]	Persona, Intriguing
SL2	Which hotel should you experience next[, Fname]?	Question, Personal
SL3	Plan a Long Weekend Someplace New	Direct
SL4	Save up to 15% on Long Weekend Getaways	Offer
SL5	Just for You: 4 Hotel Brands to Explore, Plus 6 Destinations to Visit	List, Exclusivity

- SL5 (List and Exclusivity SL) was a top performer for all languages
- Next best SL was SL1 (Persona and Intrigue)
- Offer SL4 did not perform as strongly as in previous months
- Recommend to combine List/Exclusivity SL options with previously high performing Offer subject line category to test new options

Actionable Insights & Next Steps

Actionable Insights

- Include catch-all CTA in secondary modules to allow for readers to continue to explore more
- Look for opportunities to combine brand education with offers in the hero when applicable
- Explore opportunities for a single brand focus module based on insights from click activity with brand education modules throughout the year
- Continue to version poll for lux and non-luxury audiences to increase relevancy
- Continue including recognizable mobile app icon in creative to increase awareness
- Consider incorporating Ritz Carlton Journey travel style editorial content in travel to use for Drive Market Solo
- Leverage seasonal messaging to support key travel time periods when possible in subject lines and preheaders for METT campaigns (for ex. “**Make Waves** at Brand New W Algarve”)
- Continue to optimize property vs lifestyle imagery using PCIQ; expand property test: room shot, pool, exterior, amenities
- Recommend to combine List/Exclusivity SL options with previously high performing Offer subject line category to test new options

Next Steps

- Stay Long offer for Europe and MEO offer for MEA
- Personalized hero with Poll responses
- Continuing 6-pack destination module
- Lux/Nonlux new openings module with New creative treatment
- Continue PCIQ SL testing



THE ST. REGIS MARDAVALL MALLORCA RESORT,
PALMA DE MALLORCA, SPAIN

Thank you!

MARRIOTT
BONVOY®



Appendix

May '22 Heat Map: **Lux Version**

Segments / Click Counts	Excluding Ritz-Carlton					Excluding Luxury Collection					
	FRANCE_ ENG	FRANCE_ FRE	SPAIN_ ENG	SPAIN_ SPA	UK_ ENG	AUSTRIA_ GER	BENELUX_ ENG	EGYPT+_ ARB	EGYPT+_ ENG	GERMANY_ ENG	GERMANY_ GER
Hero - Brand Education	19	54	10	24	215	18	50	13	153	130	132
JW Marriott	1	5	2	6	38	2	10	2	23	23	30
Luxury Collection	2	6	2	3	48	--	--	--	--	--	--
St. Regis	8	16		5	32	4	8	2	31	31	27
W Hotels	2	11	4	3	43	4	14	4	36	34	25
The Ritz-Carlton	--	--	--	--	--	5	3	1	22	16	24
EXPLORE MORE BRANDS (CTA)	6	16	2	7	54	3	15	4	41	26	26
Grand Total	19	54	10	24	215	18	50	13	153	130	132

May '22 Heat Map: **Lux Version**

Segments / Click Counts	Excluding Luxury Collection											
	ITALY _ENG	ITALY _ITA	QATAR _ARB	QATAR _ENG	S. ARABIA _ARB	S.ARABIA _ENG	SCAND. _ENG	S.AFRICA _ENG	SWITZ. _GER	TURKEY _ENG	UAE _ARB	UAE _ENG
Hero - Brand Education	12	61	11	74	19	100	166	7	20	12	5	198
JW Marriott	2	15		17	1	21	28	1	2	3	1	36
Luxury Collection	--	--	--	--	--	--	--	--	--	--	--	--
St. Regis	3	10	3	19	5	23	32	1	6	3	1	46
W Hotels	4	16	2	11	4	22	37	3	5	1	2	47
The Ritz-Carlton	0	9	0	11	0	22	20	1	4	3	0	29
EXPLORE MORE BRANDS (CTA)	3	11	6	16	9	12	49	1	3	2	1	40
Grand Total	12	61	11	74	19	100	166	7	20	12	5	198

May '22 Heat Map: **Non-Lux Version**

Segments / Click Counts	AUSTRIA _GER	BENELUX _ENG	EGYPT+ _ARB	EGYP+ _ENG	FRANCE _ENG	FRANCE _FRE	GERMANY _ENG	GERMANY _GER	ITALY _ENG	ITALY _ITA	PORTUG. _SPA	SPAIN _ENG	SPAIN _SPA
Hero - Brand Education	73	323	43	1471	105	397	541	678	88	372	3	93	387
Autograph Collection	16	68	9	330	25	85	133	174	26	55		22	82
Courtyard	17	48	11	360	20	72	117	141	16	70		19	60
Four Points by Sheraton	15	75	7	365	20	57	99	144	13	60	1	13	55
Moxy	8	46	1	141	13	39	53	73	10	34		9	33
EXPLORE MORE BRANDS (CTA)	17	86	15	275	27	144	139	146	23	153	2	30	157
Grand Total	73	323	43	1471	105	397	541	678	88	372	3	93	387

May '22 Heat Map: **Non-Lux Version**

Segments / Click Counts	QATAR _ARB	QATAR _ENG	S. ARABIA _ARB	S. ARABIA _ENG	SCAND. _ENG	S. AFRICA _ENG	SWITZER _GER	TURKEY _ENG	UAE _ARB	UAE _ENG	UK _ENG
Hero - Brand Education	16	168	93	573	1155	475	59	24	23	719	1662
Autograph Collection	3	43	17	128	201	96	15	7	2	148	352
Courtyard	5	40	25	165	255	126	7	5	8	180	370
Four Points by Sheraton	4	42	22	112	188	119	17	2	6	159	245
Moxy	2	17	5	45	107	60	6	4	2	76	177
EXPLORE MORE BRANDS (CTA)	2	26	24	123	404	74	14	6	5	156	518
Grand Total	16	168	93	573	1155	475	59	24	23	719	1662