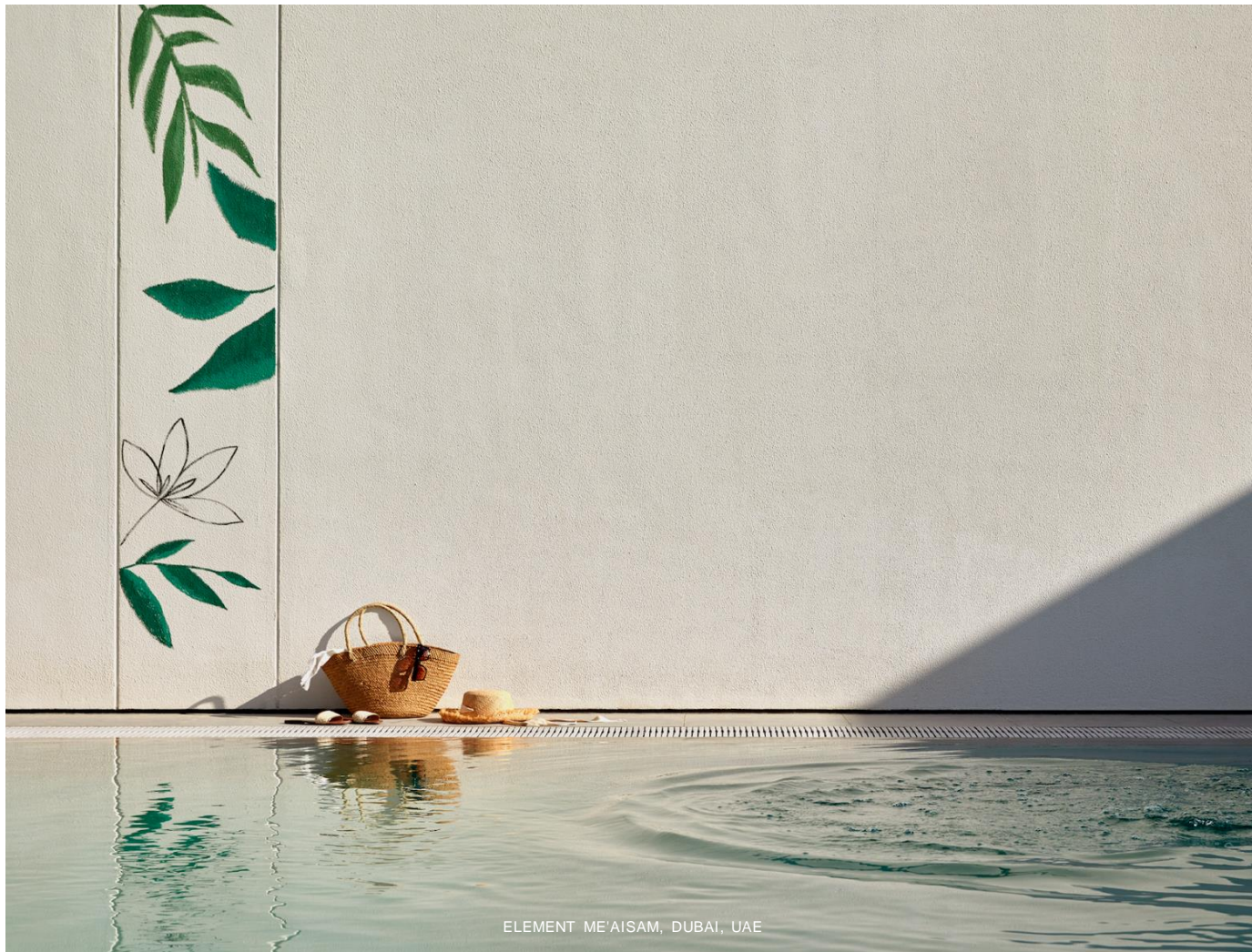


EMEA Monthly
Email Review
*October &
November 2021*

16 December 2021

MARRIOTT
BONVOY[®]



ELEMENT ME' AISAM, DUBAI, UAE



COURTYARD AL BARSHA, DUBAI, UAE

Meeting Agenda

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

Key Storylines

- Starting to see open rate and CTOR engagement impacts after the Sept 20th Apple iOS 15 update
 - Noticeable engagement differences for several recurring campaigns, like MAU and Drive Market Solo
 - Focusing more on click rate, audience health, and bookings to measure engagement
- October and November supported several key initiatives that contributed to increased deliveries & high monthly revenues
- Engaging Drive Market Solo offer content drove strong revenue numbers
- Both October and November bookings and revenue were higher YoY; October was the highest revenue month YTD
- Throughout both months we leveraged member stay data and several targeted point activation modules that engaged readers
- October mobile app content used new copy approach and generated highest downloads to-date
- Continued PCIQ SL Optimization which now included Luxury vs Default testing

Monthly Performance Summary

Above average financial performance

- October was first month impacted by the September Apple iOS update; shifting focus to tracking click counts and CTR going forward; Open and CTOR impacted
- Strong Conversion Rate from both October and November
- Experienced data issues in both months – engagement reflects available campaign reporting; fix planned for end of week

Engagement	Nov '21	Oct '21	MoM	vs. Avg
Delivered	14.6M	18.9M	-22%	+20.3%
Open Rate	22.93%	27.46%	-16.5%	-5.2 pts.
CTR	1.15%	1.17%	-1.8%	-0.1 pts.
CTOR	5.02%	4.27%	+17.6%	+0.4 pts.

Reporting Notes:

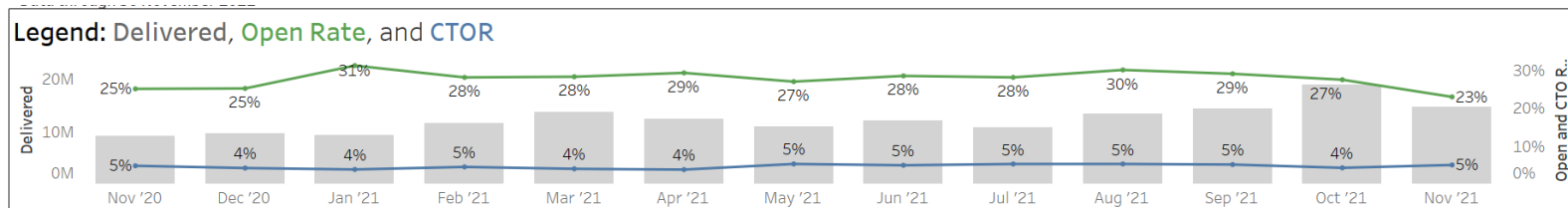
Experienced data issues in both months – engagement reflects available campaign reporting; fix planned for end of week

EMEA 12-Month Average = Nov '20 – Oct '21

Financial data source: Omniture 7-day cookie

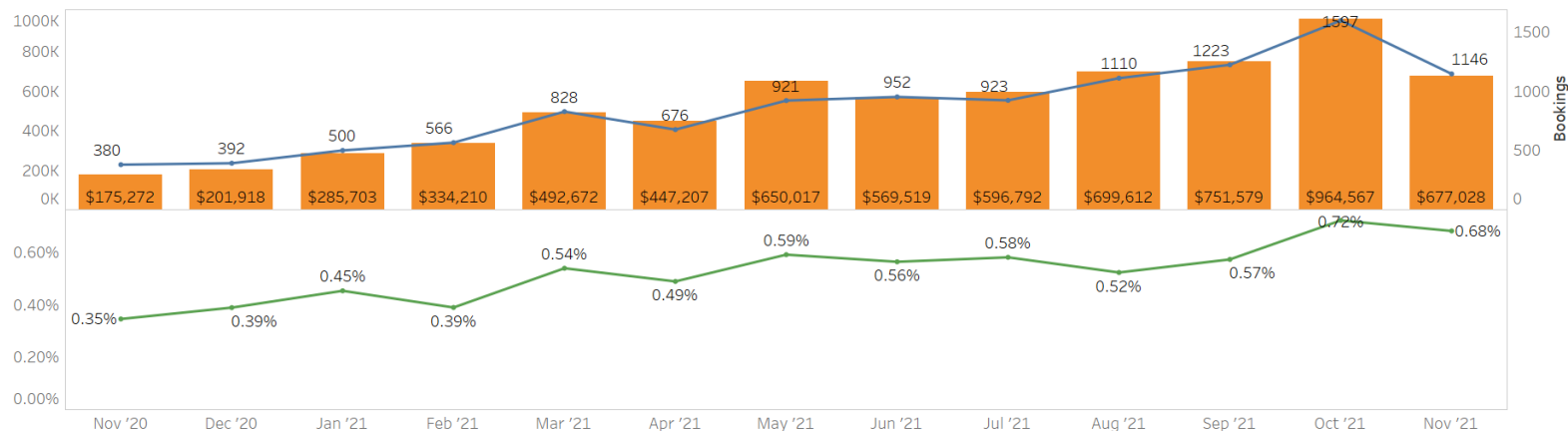
Financials	Nov '21	Oct '21	MoM	vs. Avg
Bookings	1.2 K	1.6 K	-28%	+36.6%
Room Nights	3.4 K	4.7 K	-28%	+29.8%
Revenue	\$677.0 K	\$964.6 K	-30%	+31.7%
Conversion	5.02%	4.27%	+17.6%	+0.1 pts.
BPK	.08	.09	-7.7%	+0.9 pts.

November Shows Highest Revenue Month TD



Oct. with the highest deliver count and Open Rate was steady

Bookings, Conversion Rate, Revenue



Oct and Nov were top booking and revenue generating months

October and November Revenue Above Goal

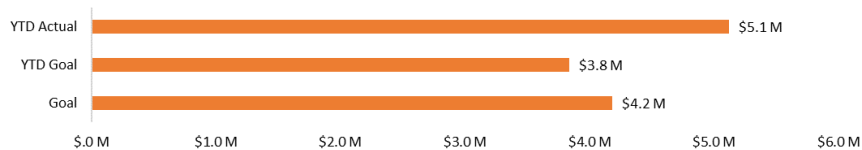
- October open rate extremely strong 3.1pts over our monthly goal
- Both October and November revenues were well above our monthly goal:
 - October - Europe: 128.7% | MEA: 99.5%
 - November - Europe 50.6% | MEA 141.1%

EUROPE	Nov '21	Oct '21	Monthly Goal	Nov vs. Goal
Open Rate	24.5%	29.1%	26.0%	-1.5 pts.
CTOR	5.9%	5.0%	6.5%	-0.6 pts.
Revenue	\$473.5 K	\$796.6 K	\$348.3 K	+50.6%

MEA	Nov '21	Oct '21	Monthly Goal	Nov vs. Goal
Open Rate	20.8%	25.1%	19.0%	+1.8 pts.
CTOR	3.6%	3.1%	4.5%	-0.9 pts.
Revenue	\$203.6 K	\$168.0 K	\$84.2 K	+141.7%

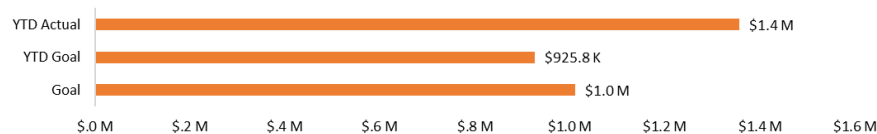
+34% vs. YTD Goal

Europe 2021 Revenue Goal



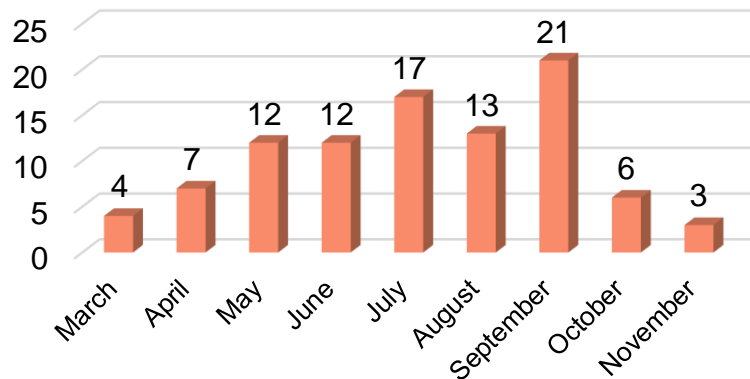
+51% vs. YTD Goal

MEA 2021 Revenue Goal



234 downloads in October, 266% above average with falling enrollment

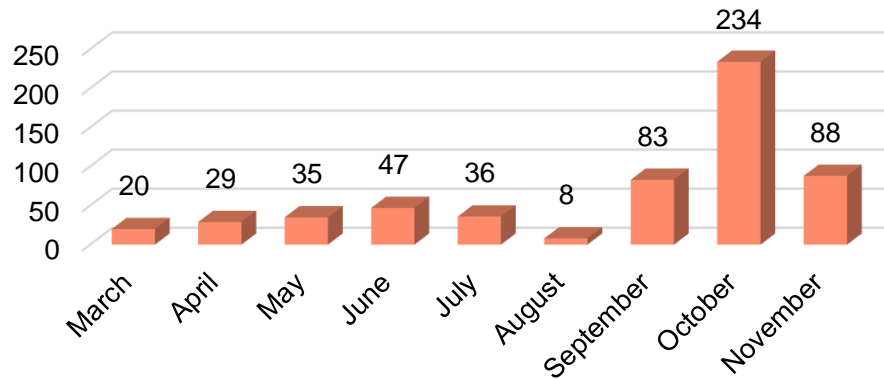
2021 EMEA Enrollments



Time Period	# Enroll
Monthly Avg.	11
Oct Total	6
Nov Total	3
vs Avg.	-72%
MoM	-100%

- Enrollment numbers continue seasonal decline starting in October

2021 Mobile App Downloads



Time Period	App Downloads
Monthly Avg.	64
Oct Total	234
Nov Total	88
vs Avg.	+37.5%
MoM	-62%

- Record month for app downloads with new app download creative treatment

Campaign Engagement

Drive Market Solo

Oct + Nov 2021 Drive Market Solo

CREATIVE EXAMPLES

New this month:

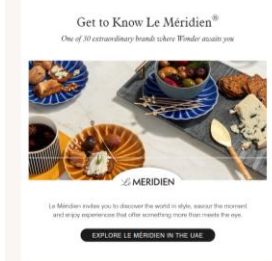
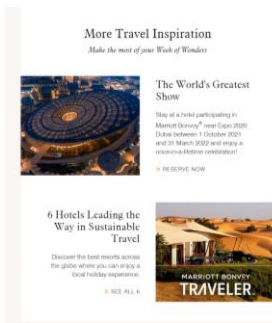
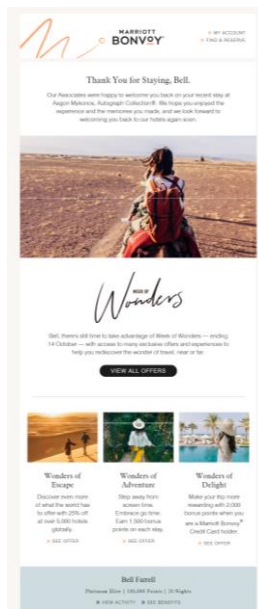
October

- New member status module
- Week of Wonders offer in the hero
- Featured Global Promotion
- **UAE:** Dubai World Expo
- New Brand Education Section
- New Mobile App Messaging

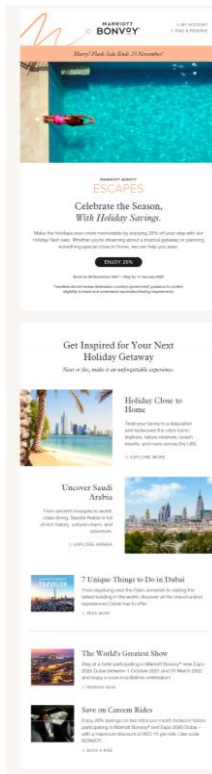
November

- Flash Sale Hero Offer vs. Lux Offer
- Targeting by member stay data
- Use PCIQ for Cross-Border Content
- Targeted Careem Rides Content (UAE + KSA)
- New brand Education Module

October



November



Drive Point Usage

October:

- Provided a non-member join banner or member view activity/benefits link for members
- New member status module
- Week of Wonders offer in the hero
- Upcoming trip/Recent Stay module



Wonders of Escape

Discover even more of what the world has to offer with 25% off at over 5,000 hotels globally.

» SEE OFFER



Wonders of Adventure

Step away from screen time. Embrace go time. Earn 1,500 bonus points on each stay.

» SEE OFFER



Wonders of Delight

Make your trip more rewarding with 2,000 bonus points when you are a Marriott Bonvoy Credit Card holder.

» SEE OFFER

November:

- Global promotion targeting members and nonmembers
- Marriot Bonvoy Events off: 2x points across EMEA
- Redemption Incentive offer targeting members only
 - Free nights at 5,000 points
- Member points wrapup



Join Marriott Bonvoy

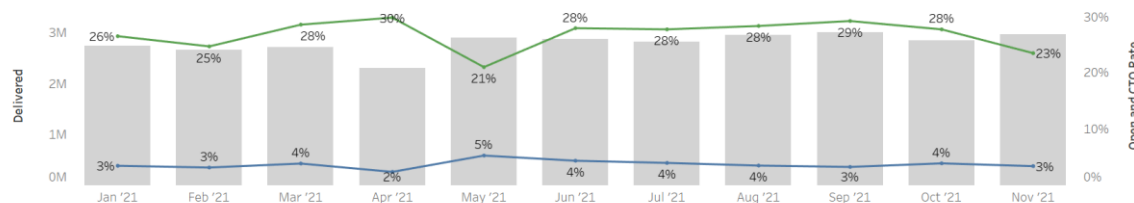
Not a Marriott Bonvoy member yet? [Join now](#) for access to these exclusive Week of Wonders offers, plus more benefits on every stay.

Noticeable Seasonal Declines, but Still Generated Nearly \$200K

- Open rates trending down; declines might be an impact of Apple update
- Revenue continues to recover from YoY totals against 2020
- October CTR was higher MoM, but below EMEA monthly average; readers responded favorably to Week of Wonders content

All Regions

Delivered, Open Rate, and CTR



Engagement

	Sep '21	2021 Oct '21	Nov '21
Delivered	2,996,380	2,836,348	2,960,196
Open Rate	29.1%	27.6%	23.4%
CTR	0.96%	1.08%	0.80%
CTOR	3.3%	3.9%	3.4%

Financial

	Sep '21	2021 Oct '21	Nov '21
Bookings	345	312	242
Room Nights	1,053	910	796
Revenue	\$218,894	\$199,599	\$146,090
Conversion Rate	1.20%	1.01%	1.02%
Bookings/Dlvd. (K)	0.12	0.11	0.08

Engagement numbers continued to increase throughout October

- Both October and November financials for Europe and MEA were significantly above their YoY totals
 - Revenue and Bookings

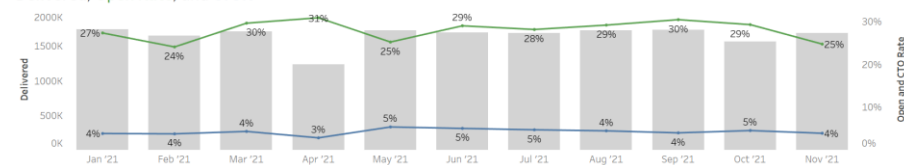
MEA

Delivered, Open Rate, and CTOR



Europe

Delivered, Open Rate, and CTOR



Financial

	Sep '21	2021 Oct '21	Nov '21
Bookings	48	63	47
Room Nights	194	227	208
Revenue	\$38,951	\$48,387	\$31,010
Conversion Rate	0.64%	0.64%	0.63%
Bookings/Dlvd. (K)	0.04	0.05	0.04

Engagement

	Sep '21	2021 Oct '21	Nov '21
Delivered	1,263,426	1,269,144	1,274,133
Open Rate	27.2%	25.5%	21.6%
CTR	0.60%	0.78%	0.58%
CTOR	2.2%	3.0%	2.7%

Financial

	Sep '21	2021 Oct '21	Nov '21
Bookings	297	249	195
Room Nights	859	683	588
Revenue	\$179,943	\$151,212	\$115,080
Conversion Rate	1.40%	1.19%	1.19%
Bookings/Dlvd. (K)	0.17	0.16	0.12

Engagement

	Sep '21	2021 Oct '21	Nov '21
Delivered	1,732,954	1,567,204	1,686,063
Open Rate	30.4%	29.3%	24.7%
CTR	1.22%	1.33%	0.97%
CTOR	4.0%	4.6%	3.9%

Top Performing Oct '21 Content: Offers, Personalization, Brand Educ.

Hero (Week of Wonders)

#1 most clicked
(all markets)



WEEK OF
Wonders

[Frame, there's] [There's] till time to take advantage of Week of Wonders — ending 15 October — with access to many exclusive offers and experiences to help you rediscover the wonder of travel, near or far.

[VIEW ALL OFFERS](#)



Wonders of
Escape

Discover even more of what the world has to offer with 25% off at over 5,000 hotels globally.

[SEE OFFER](#)



Wonders of
Adventure

Step away from screen time. Embrace go time. Earn 1,500 bonus points on each stay.

[SEE OFFER](#)



Wonders of
Delight

Make your trip more rewarding with 2,000 bonus points when you are a Marriott Bonvoy Credit Card holder.

[SEE OFFER](#)

**Secondary Hero
(Week of Wonders)**
Click-catcher in most markets

View in ENG link (ARB only)

Captured strong click activity in
Qatar (26%), Egypt+ (10%), and UAE (8%)

Account Box

Competed with Brand Educ. in several markets
#3 or #4 most clicked

Janet Yungwirth

Titanium Elite | 137,000 Points | 74 Nights

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

Brand Education

#3 or 4 most clicked
in several markets (#2 in Egypt+)

Get to Know Westin*

One of 50 extraordinary brands where Wonder awaits you



Our signature wellness programmes empower you to maintain your routine, no matter where you travel. Discover a place where you don't just get up, but you rise.

[EXPLORE WESTIN HOTELS](#)

Now Open: The
Westin* London City

Impressive riverside location and
spectacular views over London's
historic River Thames.

[RESERVE](#)

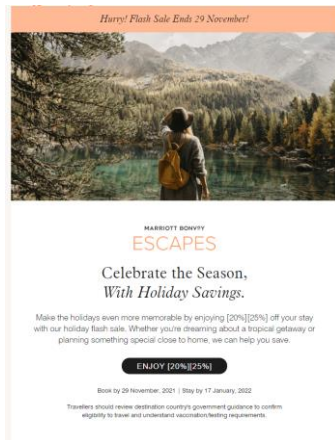


[View in English »](#)



Top Performing Nov '21 Content: Offers, Destinations, Brand Educ.

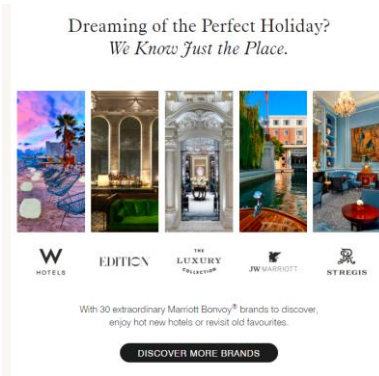
Hero: Escapes Flash Sale vs. Luxury offer #1 or 2 most clicked



Secondary Content Competed with hero in several markets



Brand Education Strong click-catcher New creative!



View in ENG link (ARB only)
Captured strong click activity in
Qatar (25%), Egypt+ (17%), and UAE (6%)



High Engagement From Luxury Segments

- October revenue significantly higher in October for L1, L2A, and L2B
- Extremely strong November revenue for Everyone Else segment
- L3 and L2B most engaged audience in November and October
- L2B highest revenue for both months outside of everyone else with the largest individual share

Segment Name	Segment Description
L1	All stays are luxury
L2A	>= 50% of stays are luxury
L2B	< 50% of stays are luxury
L3	All luxury stays are paid by bonus points

Drive Market Solo	L1		L2A		L2B		L3		Everyone Else		Total	
Month	November	October	November	October	November	October	November	October	November	October	November	October
Delivered	146,737	144,421	48,127	47,363	85,148	80,519	14,484	13,175	2,665,700	2,550,870	2,960,196	2,836,348
Open Rate	23.2%	27.7%	25.0%	30.4%	30.1%	37.5%	33.0%	40.9%	23.1%	27.2%	23.4%	27.6%
CTOR	2.4%	3.7%	3.3%	6.2%	4.8%	9.8%	5.5%	10.9%	3.4%	3.6%	3.4%	3.9%
CTR	0.56%	1.03%	0.82%	1.88%	1.43%	3.67%	1.80%	4.45%	0.79%	0.97%	0.80%	1.08%
Bookings	3	10	2	7	16	83	5	7	216	205	242	312
Room Nts.	8	48	7	20	48	243	10	17	723	582	796	910
Revenue	\$1,321.51	\$19,560.84	\$339.00	\$6,604.51	\$9,480.17	\$56,534.37	\$1,282.83	\$1,327.87	\$133,666.17	\$115,571.56	\$146,089.67	\$199,599.15
Rev/Del.	\$0.01	\$0.14	\$0.01	\$0.14	\$0.11	\$0.70	\$0.09	\$0.10	\$0.05	\$0.05	\$0.05	\$0.07

October '21 Heat Map: **Luxury Segments**

- Primary offer was the highest clicked module across all luxury segments
- L2B and L3 were far more engaged with all content than the footer which typically has strong click volume
- Highest Account/Join engagement out of L2B and L3

Module	L1	L2A	L2B	L3	Everyone Else	Grand Total
Header	17.86%	19.29%	10.28%	9.14%	17.25%	16.65%
Hero	44.90%	47.11%	66.05%	65.29%	43.97%	46.17%
Secondary Offer	8.54%	9.07%	15.10%	15.43%	9.68%	10.13%
Upcoming/Recent Stay Module	0.10%	0.18%	0.20%	0.14%	0.07%	0.09%
Primary Offer	36.26%	37.87%	50.74%	49.71%	34.22%	35.96%
Account Box/Join Banner	8.10%	14.13%	10.14%	10.43%	4.70%	5.62%
Secondary Content	7.03%	6.22%	6.22%	6.86%	8.26%	7.97%
Domestic Destinations	1.76%	2.04%	2.12%	2.43%	3.33%	3.11%
Cross Border Destinations	1.12%	0.53%	0.46%	0.71%	1.21%	1.13%
EXPO Dubai	0.98%	0.71%	1.02%	0.57%	0.44%	0.52%
Traveler Articles	3.17%	2.93%	2.61%	3.14%	3.28%	3.21%
Brand Education	4.20%	4.00%	5.20%	6.14%	5.11%	5.07%
Mobile App	1.46%	1.51%	0.20%	0.14%	1.21%	1.13%
View in ENG	0.15%	0.18%	0.03%	0.00%	0.09%	0.09%
Footer	16.30%	7.56%	1.89%	2.00%	19.42%	17.31%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

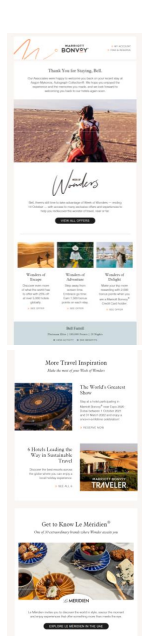
November '21 Heat Map: **Luxury Segments**

- Brand Education module saw the highest engagement from L1, L2A, and L2B
- L3 highest engagement with offer content, split between loyalty and redemption
- L2B and L3 were most engaged with secondary content, with almost 20% of L3 clicks going to domestic destinations
- L2B was most engaged in cross border destination content

Module	L1	L2A	L2B	L3	Everyone Else	Grand Total
Header	16.76%	20.16%	14.89%	11.68%	16.12%	16.11%
Hero	27.22%	30.96%	28.37%	32.30%	41.72%	40.37%
Secondary Content	16.35%	23.22%	32.34%	33.33%	15.96%	16.94%
Domestic Destinations	6.39%	8.35%	11.28%	18.21%	6.99%	7.27%
Cross Border Destinations	4.73%	5.09%	11.77%	7.22%	4.71%	5.05%
Traveler Article	1.16%	3.26%	1.99%	1.03%	1.03%	1.11%
EXPO Dubai	3.90%	6.11%	7.02%	6.53%	3.08%	3.36%
Careem	0.17%	0.41%	0.28%	0.34%	0.15%	0.16%
Brand Education	11.62%	10.59%	9.43%	7.56%	3.67%	4.35%
Offers	3.24%	2.44%	8.09%	9.97%	3.28%	3.53%
Loyalty	0.75%	0.61%	3.83%	3.78%	0.83%	0.98%
Redemption	2.49%	1.83%	4.26%	6.19%	2.45%	2.55%
Secondary Offers	1.49%	1.22%	1.42%	2.06%	0.85%	0.92%
Holiday Package	0.25%	0.41%	0.35%	0.00%	0.12%	0.14%
More Cravings	1.24%	0.81%	1.06%	2.06%	0.73%	0.78%
Mobile App	1.74%	1.02%	0.92%	0.34%	1.15%	1.15%
View in ENG	0.17%	0.20%	0.00%	0.00%	0.11%	0.11%
Footer	21.41%	10.18%	4.54%	2.75%	17.13%	16.51%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

October '21 Heat Map: **Member Version**

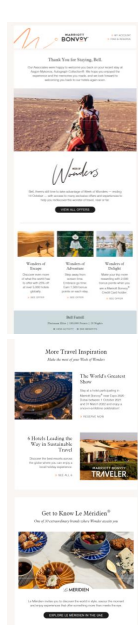
- Hero drove strong engagement and revenue across all audiences
- Primary offer performed strongest within offer content



Module	AUSTRIA_ GER	BELARUS_ RUS	BENELUX_ ENG	EGYPT+_ RB	AEGYPT+_ ENG	FRANCE_ ENG	FRANCE_ FRE	GERMANY_ ENG	ITALY_EN G	ITALY_ITA	QATAR_A RB	QATAR_E NG
Header	14.63%	8.00%	16.02%	7.00%	22.81%	17.80%	13.76%	16.58%	14.80%	11.19%	8.45%	15.33%
Hero	58.50%	46.67%	46.28%	46.00%	44.77%	41.43%	53.38%	41.76%	45.07%	49.17%	42.25%	46.22%
Secondary Offer	16.27%	13.33%	12.41%	7.00%	7.88%	11.65%	13.59%	11.75%	11.88%	11.58%	7.04%	7.12%
Upcoming/Recent Stay Module	0.73%	0.00%	0.00%	1.00%	0.00%	0.00%	0.74%	0.00%	0.00%	0.39%	0.00%	0.00%
Primary Offer	41.50%	33.33%	33.87%	38.00%	36.89%	29.78%	39.04%	30.01%	33.18%	37.19%	35.21%	39.10%
Account Box	7.13%	2.67%	6.64%	10.00%	5.45%	6.16%	5.27%	4.83%	7.85%	4.61%	9.86%	5.59%
Secondary Content	4.39%	1.33%	9.84%	1.00%	6.49%	12.15%	8.90%	8.34%	11.21%	8.73%	2.82%	7.89%
Domestic Destinations	4.39%	1.33%	9.15%	---	---	10.82%	8.90%	7.29%	10.31%	8.73%	2.82%	4.71%
Cross Border Destinations	---	---	---	1.00%	3.45%	---	---	---	---	---	---	---
EXPO Dubai	---	---	---	---	---	---	---	---	---	---	---	---
Traveler Articles	---	---	0.69%	---	3.04%	1.33%	---	1.05%	0.90%	---	---	3.18%
Brand Education	7.31%	1.33%	3.55%	11.00%	3.28%	2.16%	3.13%	11.70%	3.14%	7.07%	1.41%	0.33%
Mobile App	0.37%	5.33%	1.03%	---	1.63%	0.83%	1.07%	0.79%	0.00%	0.79%	---	2.08%
View in ENG	---	---	---	10.00%	---	---	---	---	---	---	26.76%	---
Footer	7.68%	34.67%	16.65%	15.00%	15.58%	19.47%	14.50%	16.00%	17.94%	18.45%	8.45%	22.56%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

October '21 Heat Map: **Member Version**

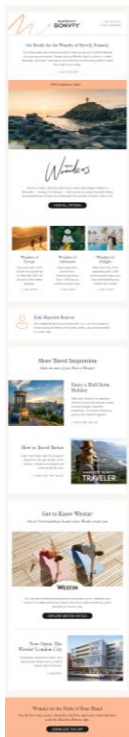
- Hero drove strong engagement and revenue across all audiences
- Primary offer performed strongest within offer content



Module	RUSSIA_E NG	RUSSIA_R US	SAUDI_AR ABIA_ARB	SAUDI_AR ABIA_ENG	SCAND.+_E NG	SPAIN_EN G	SPAIN_SP A	SWITZER_ GER	UAE_ARB	UAE_ENG	UK_ENG
Header	22.54%	12.19%	8.25%	17.26%	26.08%	18.87%	12.12%	12.87%	12.99%	14.72%	12.41%
Hero	41.65%	65.11%	63.11%	38.85%	40.05%	40.83%	57.22%	49.31%	46.75%	45.68%	51.41%
Secondary Offer	14.08%	18.63%	7.28%	8.88%	9.08%	11.07%	12.53%	14.26%	10.39%	8.64%	10.30%
Upcoming/Recent Stay Module	0.00%	0.50%	0.49%	0.00%	0.00%	0.00%	0.47%	0.79%	0.00%	0.00%	0.00%
Primary Offer	27.57%	45.99%	55.34%	29.98%	30.97%	29.76%	44.23%	34.26%	36.36%	37.03%	41.11%
Account Box	2.01%	1.59%	8.74%	3.39%	5.03%	5.44%	5.33%	6.53%	5.19%	5.67%	7.61%
Secondary Content	7.44%	7.04%	2.91%	8.05%	4.43%	14.16%	10.20%	6.14%	10.39%	12.50%	7.28%
Domestic Destinations	6.04%	7.04%	---	---	3.72%	12.52%	10.20%	6.14%	---	---	0.00%
Cross Border Destinations	---	---	2.91%	4.29%	---	---	---	---	---	---	---
EXPO Dubai	---	---	---	---	---	---	---	---	10.39%	6.16%	---
Traveler Articles	1.41%	---	---	3.76%	0.72%	1.63%	---	---	---	6.34%	7.28%
Brand Education	3.42%	2.87%	7.28%	3.51%	4.03%	5.26%	4.51%	14.65%	5.19%	2.13%	7.20%
Mobile App	1.41%	1.39%	---	2.48%	0.86%	0.18%	0.93%	0.79%	---	1.66%	0.78%
View in ENG	---	---	0.97%	---	---	---	---	---	7.79%	---	---
Footer	21.53%	9.81%	8.74%	26.47%	19.52%	15.25%	9.68%	9.70%	11.69%	17.64%	13.32%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

October '21 Heat Map: **Non-Member Version**

- Footer outperformed hero for several audiences: France, Germany, Benelux, and Belarus
- Strong join banner engagement from Belarus



Module	AUSTRIA_GE R	BELARUS_R US	BENELUX_E NG	EGYPT+_EN G	FRANCE_EN G	FRANCE_FR E	GERMANY_E NG	ITALY_ENG	ITALY_ITA
Header	17.86%	15.79%	3.70%	19.62%	16.67%	6.25%	12.20%	0.00%	3.23%
Hero	50.00%	26.32%	33.33%	38.21%	27.78%	39.58%	21.95%	53.85%	45.16%
Secondary Offer	21.43%	10.53%	7.41%	8.95%	5.56%	4.17%	6.71%	7.69%	3.23%
Primary Offer	28.57%	15.79%	25.93%	29.26%	22.22%	35.42%	15.24%	46.15%	41.94%
Join Banner	0.00%	10.53%	1.85%	4.13%	5.56%	4.17%	6.30%	0.00%	0.00%
Secondary Content	0.00%	0.00%	16.67%	5.34%	5.56%	12.50%	2.85%	0.00%	9.68%
Domestic Destinations	0.00%	0.00%	14.81%	0.00%	5.56%	12.50%	2.03%	0.00%	9.68%
Cross Border Destinations	---	---	---	2.58%	---	---	---	---	---
EXPO Dubai	---	---	---	---	---	---	---	---	---
Traveler Articles	---	---	1.85%	2.75%	0.00%	---	0.81%	0.00%	---
Brand Education	7.14%	5.26%	1.85%	4.48%	5.56%	0.00%	7.11%	0.00%	3.23%
Mobile App	---	---	---	1.03%	---	---	0.41%	---	6.45%
View in ENG	---	---	---	---	---	---	---	---	---
Footer	25.00%	42.11%	42.59%	27.19%	38.89%	37.50%	49.19%	46.15%	32.26%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

October '21 Heat Map: **Non-Member Version**

- Highest Primary offer engagement from Qatar, Spain, Saudi Arabia, and Russia
- Very strong engagement with Brand Education module from Switzerland audience



Module	QATAR_ENG	RUSSIA_ENG	RUSSIA_RUS	SAUDI_ARABI A_ENG	SCAND.+_EN G	SPAIN_SPA	SWITZER_GE R	UAE_ENG	UK_ENG
Header	16.92%	13.51%	10.34%	15.11%	15.58%	7.27%	0.00%	20.12%	11.37%
Hero	36.92%	21.62%	41.38%	37.41%	25.52%	54.55%	0.00%	40.85%	40.78%
Secondary Offer	10.77%	5.41%	10.34%	3.60%	8.61%	20.00%	0.00%	12.20%	9.41%
Primary Offer	26.15%	16.22%	31.03%	33.81%	16.91%	34.55%	0.00%	28.66%	31.37%
Join Banner	4.62%	5.41%	13.79%	2.88%	4.75%	0.00%	0.00%	6.10%	0.78%
Secondary Content	4.62%	5.41%	3.45%	5.76%	2.52%	10.91%	0.00%	7.93%	4.31%
Domestic Destinations	1.54%	2.70%	3.45%	0.00%	1.48%	10.91%	0.00%	0.00%	0.00%
Cross Border Destinations	0.00%	---	---	2.16%	---	---	---	0.00%	---
EXPO Dubai	0.00%	---	---	0.00%	---	---	---	4.27%	---
Traveler Articles	3.08%	2.70%	---	3.60%	1.04%	---	---	3.66%	4.31%
Brand Education	4.62%	2.70%	6.90%	2.16%	5.79%	10.91%	66.67%	1.83%	9.02%
Mobile App	3.08%	2.70%	---	0.72%	0.74%	1.82%	---	1.83%	---
View in ENG	0.00%	---	---	---	---	---	---	---	---
Footer	29.23%	48.65%	24.14%	35.97%	45.10%	14.55%	33.33%	21.34%	33.73%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

November '21 Heat Map: **Luxury Version**

- Brand Education consistently performed higher amongst Luxury audiences
- Secondary content outperformed hero in several audiences but Hero generated very strong numbers on average



Module	AUSTRIA_G ER	BENELUX_E NG	EGYPT+_AR B	EGYPT+_EN G	FRANCE_EN G	FRANCE_FR E	GERMANY_ ENG	GERMANY_ GER	ITALY_ENG	ITALY_ITA
Header	24.32%	23.08%	5.00%	20.61%	25.00%	11.25%	14.77%	14.55%	14.49%	7.69%
Hero	24.32%	34.07%	35.00%	26.21%	25.00%	42.50%	25.23%	24.24%	26.09%	41.03%
Secondary Content	8.11%	20.88%	15.00%	23.16%	25.00%	26.25%	27.38%	29.70%	26.09%	26.92%
Domestic Destinations	0.00%	4.40%	5.00%	5.09%	7.50%	13.75%	4.31%	10.30%	10.14%	8.97%
Cross Border Destinations	8.11%	5.49%	10.00%	7.89%	5.00%	12.50%	11.69%	19.39%	5.80%	17.95%
Traveler Article	---	3.30%	---	6.62%	0.00%	---	3.38%	---	5.80%	---
EXPO Dubai	---	7.69%	0.00%	3.56%	12.50%	---	8.00%	---	4.35%	---
Careem	---	0.00%	---	0.00%	0.00%	---	0.00%	---	0.00%	---
Brand Education	16.22%	6.59%	20.00%	8.91%	2.50%	6.25%	12.92%	12.73%	18.84%	5.13%
Offers	10.81%	7.69%	10.00%	4.07%	5.00%	7.50%	3.38%	13.94%	7.25%	7.69%
Loyalty	5.41%	1.10%	5.00%	1.27%	0.00%	2.50%	1.23%	10.30%	1.45%	1.28%
Redemption	5.41%	6.59%	5.00%	2.80%	5.00%	5.00%	2.15%	3.64%	5.80%	6.41%
Secondary Offers	---	1.10%	0.00%	1.02%	5.00%	---	1.23%	---	1.45%	3.85%
Holiday Package	---	0.00%	0.00%	0.00%	0.00%	---	0.00%	---	0.00%	0.00%
More Cravings	---	1.10%	0.00%	1.02%	5.00%	---	1.23%	---	1.45%	3.85%
Mobile App	0.00%	0.00%	1.20%	0.00%	2.62%	0.00%	2.60%	0.99%	1.41%	0.00%
View in ENG	---	---	0.00%	---	---	---	---	---	---	---
Footer	16.22%	5.49%	15.00%	13.49%	12.50%	3.75%	14.15%	3.64%	5.80%	7.69%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

November '21 Heat Map: **Luxury Version**

- Spain very highly engaged with EXPO and domestic destinations content
- Switzerland had the highest engagement with cross border content



Module	QATAR_A RB	RUSSIA_E NG	RUSSIA_R US	SAUDI_AR ABIA_ARB	SAUDI_AR ABIA_ENG	SCAND.+ ENG	SPAIN_EN G	SPAIN_SP A	SWITZER_ GER	UAE_ARB	UAE_ENG	UK_ENG
Header	33.33%	20.83%	4.44%	17.24%	11.98%	15.90%	10.71%	22.22%	15.15%	4.76%	16.16%	14.73%
Hero	22.22%	27.08%	51.11%	37.93%	31.14%	33.18%	21.43%	37.78%	24.24%	47.62%	19.20%	30.94%
Secondary Content	11.11%	18.75%	26.67%	24.14%	22.16%	22.35%	39.29%	10.00%	30.30%	19.05%	29.51%	31.49%
Domestic Destinations	0.00%	8.33%	13.33%	13.79%	8.38%	7.37%	17.86%	6.67%	12.12%	9.52%	8.90%	19.71%
Cross Border Destinations	11.11%	8.33%	13.33%	3.45%	4.19%	5.53%	3.57%	3.33%	18.18%	9.52%	6.09%	5.89%
Traveler Article	---	0.00%	---	---	0.00%	3.46%	0.00%	---	---	---	0.00%	0.00%
EXPO Dubai	---	2.08%	---	0.00%	8.98%	5.99%	17.86%	---	---	0.00%	13.11%	5.89%
Careem	---	---	---	6.90%	0.60%	---	---	---	---	0.00%	1.41%	---
Brand Education	11.11%	12.50%	4.44%	6.90%	9.58%	8.29%	10.71%	8.89%	9.09%	14.29%	11.94%	8.29%
Offers	0.00%	4.17%	4.44%	3.45%	4.79%	3.92%	14.29%	8.89%	15.15%	4.76%	4.92%	5.34%
Loyalty	0.00%	4.17%	4.44%	0.00%	1.80%	1.15%	10.71%	1.11%	9.09%	0.00%	2.11%	1.84%
Redemption	0.00%	0.00%	0.00%	3.45%	2.99%	2.76%	3.57%	7.78%	6.06%	4.76%	2.81%	3.50%
Secondary Offers	11.11%	4.17%	---	3.45%	0.00%	1.61%	---	4.44%	---	0.00%	2.11%	1.29%
Holiday Package	0.00%	0.00%	---	0.00%	0.00%	1.61%	---	0.00%	---	0.00%	0.00%	0.00%
More Cravings	11.11%	4.17%	---	3.45%	0.00%	0.00%	---	4.44%	---	0.00%	2.11%	1.29%
Mobile App	---	0.00%	0.00%	1.96%	0.00%	2.33%	0.00%	1.25%	0.98%	---	0.00%	0.00%
View in ENG	11.11%	---	---	---	---	---	---	---	---	9.52%	---	---
Footer	0.00%	12.50%	6.67%	6.90%	19.16%	13.82%	3.57%	6.67%	6.06%	0.00%	14.99%	6.81%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

November '21 Heat Map: **Non-Luxury Version**

- Hero module performed the highest amongst non-lux audiences
- Offer content performed higher in lux versus no lux audiences



Module	AUSTRIA_ GER	BELARUS RUS	BENELUX ENG	EGYPT+_ ARB	EGYPT+_ ENG	FRANCE_ ENG	FRANCE_ FRE	GERMANY ENG	GERMANY GER	ITALY_EN G	ITALY_ITA	QATAR_A RB	QATAR_E NG
Header	14.34%	12.86%	16.81%	9.86%	24.88%	18.27%	15.70%	15.82%	13.21%	17.65%	10.79%	50.77%	17.86%
Hero	43.80%	35.71%	37.54%	36.62%	35.61%	37.18%	41.52%	33.20%	44.59%	39.45%	37.56%	16.92%	41.07%
Secondary Content	11.24%	11.43%	16.81%	12.68%	14.92%	15.71%	14.18%	14.42%	16.42%	13.15%	18.65%	4.62%	9.03%
Domestic Destinations	4.26%	11.43%	4.78%	5.63%	3.14%	6.09%	5.32%	3.20%	7.83%	4.84%	9.01%	1.54%	6.78%
Cross Border Destinations	6.98%	0.00%	4.39%	7.04%	4.45%	7.69%	8.86%	4.16%	8.59%	4.50%	9.64%	3.08%	2.26%
Traveler Article	---	---	1.72%	---	4.69%	0.00%	---	2.25%	---	1.04%	---	---	0.00%
EXPO Dubai	---	---	5.92%	0.00%	2.65%	1.92%	---	4.81%	---	2.77%	---	---	---
Careem	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Brand Education	3.49%	12.86%	2.10%	5.63%	3.14%	1.28%	7.59%	2.50%	4.50%	3.81%	8.12%	0.00%	6.78%
Offers	5.04%	1.43%	3.72%	5.63%	3.44%	2.88%	2.53%	4.26%	4.38%	1.04%	4.57%	0.00%	2.46%
Loyalty	2.33%	0.00%	0.10%	2.82%	0.85%	0.64%	0.38%	1.20%	2.28%	0.35%	1.14%	0.00%	1.23%
Redemption	2.71%	1.43%	3.63%	2.82%	2.59%	2.24%	2.15%	3.05%	2.10%	0.69%	3.43%	0.00%	0.62%
Secondary Offers	---	---	1.05%	2.82%	0.60%	1.28%	---	0.70%	---	0.69%	2.16%	1.54%	1.23%
Holiday Package	---	---	0.00%	0.00%	0.00%	0.00%	---	0.00%	---	0.00%	0.00%	0.00%	1.23%
More Cravings	---	---	1.05%	2.82%	0.60%	1.28%	---	0.70%	---	0.69%	2.16%	1.54%	0.00%
Mobile App	0.78%	0.00%	0.38%	---	1.96%	1.28%	1.14%	0.20%	0.70%	0.69%	0.76%	6.06%	0.00%
View in ENG	---	---	---	16.90%	---	---	---	---	---	---	---	24.62%	---
Footer	21.32%	25.71%	21.59%	9.86%	15.44%	22.12%	17.34%	28.89%	16.19%	23.53%	17.39%	1.54%	17.04%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

November '21 Heat Map: **Non-Luxury Version**

- Hero and Secondary Content drove a majority of engagement across all audiences



Module	RUSSIA_EN G	RUSSIA_R US	SAUDI_AR ABIA_ARB	SAUDI_AR ABIA_ENG	SCAND.+_E NG	SPAIN_EN G	SPAIN_SPA	SWITZER- GER	UAE_ARB	UAE_ENG	UK_ENG
Header	17.63%	11.69%	12.84%	13.36%	14.65%	17.99%	17.01%	11.54%	8.33%	13.98%	12.91%
Hero	41.34%	57.87%	50.68%	47.07%	40.61%	38.85%	46.29%	39.62%	41.67%	35.95%	48.53%
Secondary Content	15.20%	13.50%	18.92%	13.29%	13.18%	17.27%	11.74%	10.77%	20.83%	19.15%	18.20%
Domestic Destinations	7.90%	5.85%	6.76%	4.95%	4.01%	6.83%	6.48%	3.85%	12.50%	7.67%	12.69%
Cross Border Destinations	3.65%	7.65%	4.73%	2.33%	3.23%	6.12%	5.27%	6.92%	2.08%	2.73%	3.21%
Traveler Article	0.30%	---	0.00%	0.00%	1.64%	0.00%	---	---	---	0.00%	0.00%
EXPO Dubai	3.34%	---	6.76%	5.18%	4.29%	4.32%	---	---	2.08%	7.39%	2.31%
Careem	0.00%	0.00%	0.68%	0.83%	0.00%	0.00%	0.00%	0.00%	4.17%	1.36%	0.00%
Brand Education	2.43%	5.16%	4.05%	3.60%	3.70%	2.88%	5.79%	3.85%	4.17%	3.58%	2.53%
Offers	1.22%	1.81%	2.03%	2.25%	3.51%	2.88%	3.89%	5.00%	2.08%	3.95%	2.98%
Loyalty	0.00%	0.52%	0.00%	1.05%	0.81%	0.36%	0.26%	3.08%	0.00%	1.51%	0.38%
Redemption	1.22%	1.29%	2.03%	1.20%	2.70%	2.52%	3.63%	1.92%	2.08%	2.45%	2.60%
Secondary Offers	0.00%	---	0.68%	0.30%	0.84%	1.08%	4.23%	---	4.17%	1.79%	0.55%
Holiday Package	0.00%	---	0.00%	0.00%	0.84%	0.00%	0.00%	---	0.00%	0.00%	0.00%
More Cravings	0.00%	---	0.68%	0.30%	0.00%	1.08%	4.23%	---	4.17%	1.79%	0.71%
Mobile App	0.00%	0.00%	---	4.52%	0.61%	1.81%	0.00%	0.00%	2.10%	0.92%	0.57%
View in ENG	---	---	1.35%	---	---	---	---	---	6.25%	---	---
Footer	21.58%	8.17%	9.46%	18.02%	22.59%	18.35%	9.50%	29.23%	12.50%	19.29%	13.73%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Monthly Account Update (MAU)

Oct & Nov MAU CREATIVE EXAMPLES

October Subject Line

Your Marriot Bonvoy Account Update: 1,500 Bonus Pointer Per Stay, Exclusive Offers, And More

Pre-Header

See what's new in October.

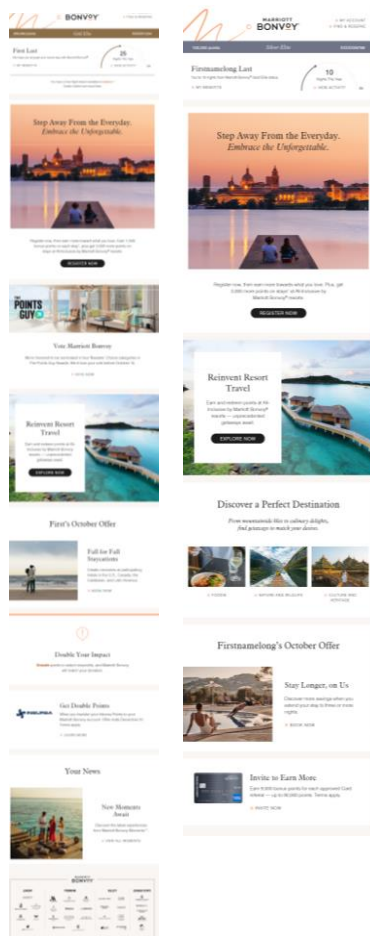
November Subject Line

Your Marriot Bonvoy Account Update: 1,500 Bonus Pointer Per Stay, Exclusive Offers, And More

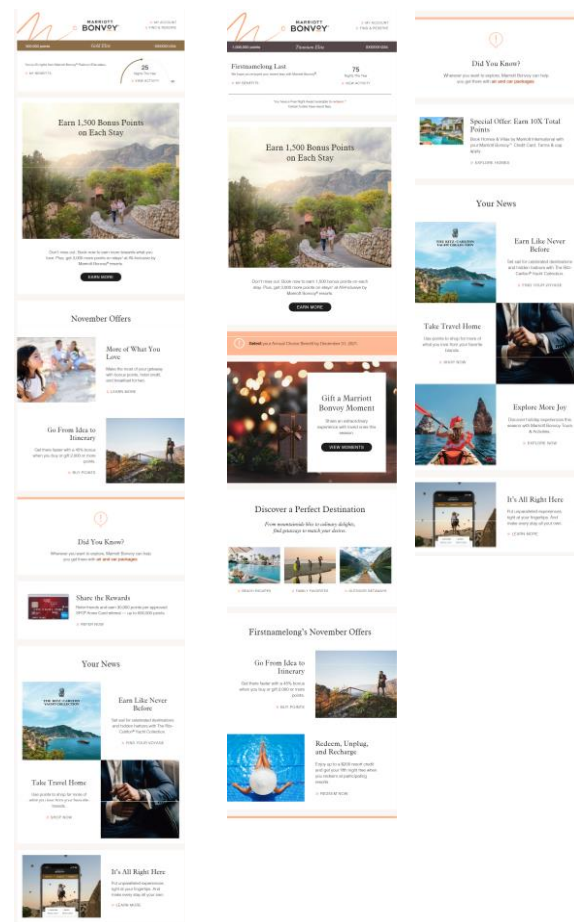
Pre-Header

See what's new in November.

October



November



MAU Targeted Content

October

EUR Stay Longer — BE, ES, FR, DE, IT



Stay Longer, on Us

Discover more savings when you extend your stay to three or more nights.

» BOOK NOW

MEA+UAE Stay Longer — BE, ES, FR, DE, IT



Stay Longer, on Us

Discover more savings when you extend your stay to three or more nights.

» BOOK NOW

Bonus Points — BE, ES, DE, FR, IT



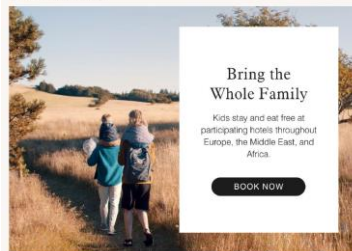
Reward Your Travels

Treat yourself with bonus points, exclusive savings, and more members-only offers.

» EXPLORE NOW

November

Promo — Family Offer — Europe

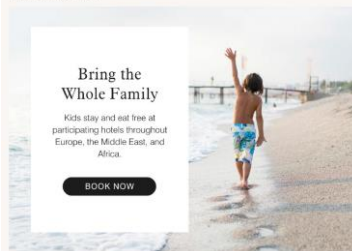


Bring the Whole Family

Kids stay and eat free at participating hotels throughout Europe, the Middle East, and Africa.

BOOK NOW

Promo — Family Offer — MEA



Bring the Whole Family

Kids stay and eat free at participating hotels throughout Europe, the Middle East, and Africa.

BOOK NOW

Promo — Family Offer — South Africa



Bring the Whole Family

Kids stay and eat free at participating hotels throughout Europe, the Middle East, and Africa.

BOOK NOW

Europe



» CULTURE & HERITAGE



» BEACH ACTIVITIES



» NATURE & WILDLIFE



» THEME PARKS



» FOODIE



» SPA & WELLNESS

EUR Stay Longer — BE, ES, FR, DE, IT



Recharge a Little Longer

Enjoy 20% off when you stay three nights or more at participating hotels and resorts.

» RESERVE NOW

MEA Stay Longer — BE, ES, FR, DE, IT



Recharge a Little Longer

Enjoy 20% off when you stay three nights or more at participating hotels and resorts.

» RESERVE NOW

14 & 25 October 2021 MAU

Performance Summary

Europe	Delivered	Opens	Open Rate	CTR	CTOR	Revenue
British English	5.2 M	1.4 M	27.3%	1.3%	4.8%	\$228.9 K
English	4.3 M	1.3 M	29.5%	1.3%	4.5%	\$347.9 K
French	315.9 K	103.9 K	32.9%	1.7%	5.3%	\$45.6 K
German	404.5 K	154.5 K	38.2%	3.2%	8.5%	\$71.7 K
Italian	256.9 K	83.2 K	32.4%	1.7%	5.2%	\$65.7 K
Spanish	453.9 K	154.9 K	34.1%	1.9%	5.6%	\$19.6 K
Grand Total	10.9 M	3.2 M	29.1%	1.4%	4.9%	\$779.3 K
MoM	+31.8%	+26.0%	-1.3 pts.	-0.4 pts.	-1.1 pts.	+32.1%

MEA	Delivered	Opens	Open Rate	CTR	CTOR	Revenue
British English	4.2 M	1037.0 K	24.7%	0.8%	3.2%	\$35.1 K
English	3.4 M	.9 M	25.5%	0.7%	2.8%	\$121.9 K
French	40.6 K	11.9 K	29.2%	1.6%	5.3%	\$1.4 K
German	807	300	37.2%	3.3%	9.0%	\$4.1 K
Italian	352	141	40.1%	2.3%	5.7%	\$0.0
Spanish	1.7 K	554	33.3%	2.0%	6.1%	\$0.0
Grand Total	7.7 M	1.9 M	25.1%	0.8%	3.0%	\$162.5 K
MoM	+29.1%	+19.8%	-1.9 pts.	-0.2 pts.	-0.6 pts.	+5.4%

- MoM growth in revenue for both Europe and MEA audiences
- Lifts in delivered counts with several standout CTRs in both regions
- Drive Market solo featuring WoW was sent a few days earlier and may have pulled open/click engagement, but overall revenues were up MoM

11 & 19 November 2021 MAU

Performance Summary

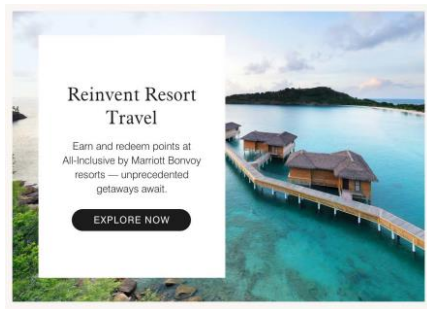
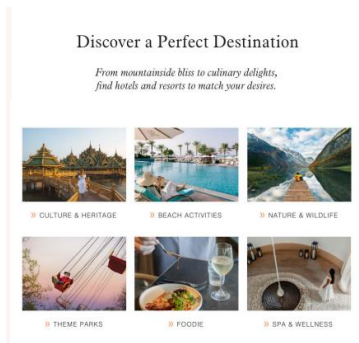
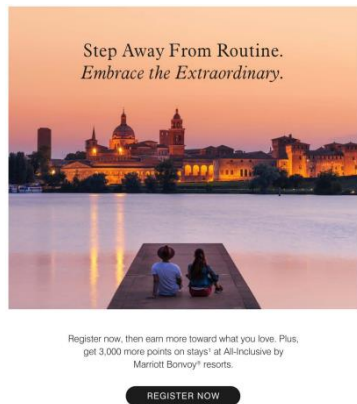
Europe	Delivered	Opens	Open Rate	CTR	CTOR	Revenue
British English	3.5 M	815.8 K	23.5%	1.4%	5.8%	\$127.2 K
English	3.7 M	897.8 K	24.5%	1.3%	5.3%	\$255.0 K
French	240.5 K	64.3 K	26.7%	1.7%	6.3%	\$21.7 K
German	429.2 K	121.7 K	28.3%	2.7%	9.7%	\$40.0 K
Italian	201.7 K	54.0 K	26.8%	1.7%	6.4%	\$14.4 K
Spanish	259.5 K	75.5 K	29.1%	1.9%	6.6%	\$11.4 K
Grand Total	8.3 M	2.0 M	24.5%	1.4%	5.9%	\$469.6 K
MoM	-24.1%	-36.1%	-4.6 pts.	-0.0 pts.	+0.9 pts.	-39.7%

MEA	Delivered	Opens	Open Rate	CTR	CTOR	Revenue
British English	3.0 M	588.5 K	19.7%	0.8%	4.0%	\$43.3 K
English	3.1 M	670.8 K	21.6%	0.7%	3.2%	\$155.3 K
French	51.3 K	13.2 K	25.8%	1.7%	6.7%	\$109
German	891	274	30.8%	2.6%	8.4%	\$0.0
Italian	383	131	34.2%	1.8%	5.3%	\$0.0
Spanish	1.3 K	385	29.2%	1.5%	5.2%	\$0.0
Grand Total	6.2 M	1.3 M	20.7%	0.7%	3.6%	\$198.7 K
MoM	-19.9%	-33.9%	-4.4 pts.	-0.0 pts.	+0.6 pts.	+22.3%

- Revenue continued to trend upward for MEA audiences into November
- Additional data needed to understand MoM delivery declines

Top Performing Oct '21 Content

1. Global Promo & Generic Hero: Most clicks and bookings (ENG)
2. Leisure Destinations: 2nd most clicked in ENG version
3. All-Inclusive module: 2nd most clicked in BEN version
4. Stay Longer: competed with hero in driving revenue; strong performer in INL versions



Stay Longer, on Us

Discover more savings when you extend your stay to three or more nights.

BOOK NOW

Stay Longer, on Us

Discover more savings when you extend your stay to three or more nights.

BOOK NOW

Top Performing Nov '21 Content

1. Global Promo & Generic Hero: Most clicks and bookings (ENG & INL versions)
2. Leisure Destinations: 2nd most clicked in all versions
3. Family Offer: 2nd most revenue driver in INL versions
4. Stay Longer Offer: pulled in high clicks and bookings in several versions
5. Other strong click-catchers: Q4 Points Promo in ENG version and EXPO Dubai in MEA



Register by November 28, then earn more toward what you love. Earn 1,500 bonus points on each stay,¹ plus get 3,000 more points on stays at All-Inclusive by Marriott Bonvoy[®] resorts.

[REGISTER NOW](#)

Discover a Perfect Destination

From mountainside bliss to culinary delights, find hotels and resorts to match your desires.



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[BEACH ACTIVITIES](#)

[NATURE & WILDLIFE](#)



[THEME PARKS](#)

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Recharge a Little Longer

Enjoy 20% off when you stay three nights or more at participating hotels and resorts.

[RESERVE NOW](#)

Recharge a Little Longer

Enjoy 20% off when you stay three nights or more at participating hotels and resorts.

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Experience Expo 2020 Dubai

Enjoy the best of Dubai with easy access to the World's Greatest Show through March 31, 2022.

[LEARN MORE](#)

Go From Idea to Itinerary

Get there faster with a 45% bonus when you buy or gift 2,000 or more points.

[BUY POINTS](#)



Luxury Monthly Account Update (Lux MAU)

LUX MAU CREATIVE:

October

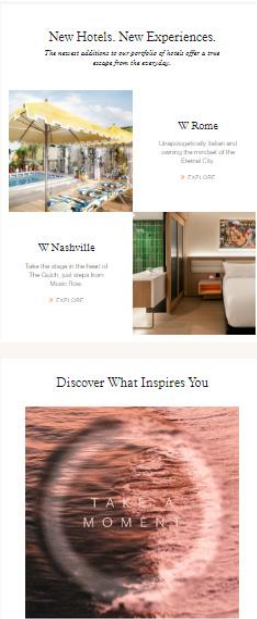
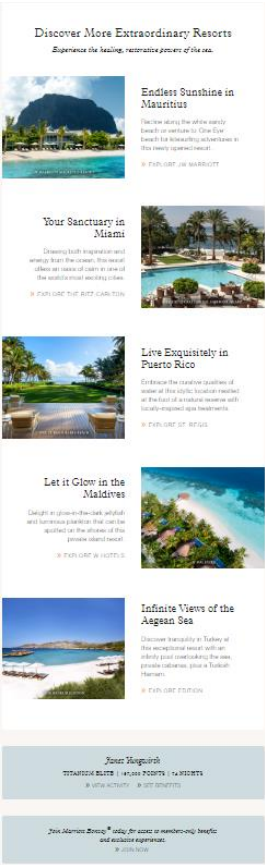
EXAMPLE OF MEMBER VERSION

Subject Line:

- Your Account Update: 7 Exclusive Resort
- Your Account Update: Indulge in an Exclusive Resort Getaway to Santorini
- Your Account Update: Resort Getaways to Santorini, Miami, the Maldives and More

Pre-Header:

Plus, discover 2 new hotels in Rome & Nashville for a truly memorable experience



LUX MAU CREATIVE:

November

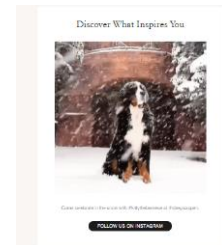
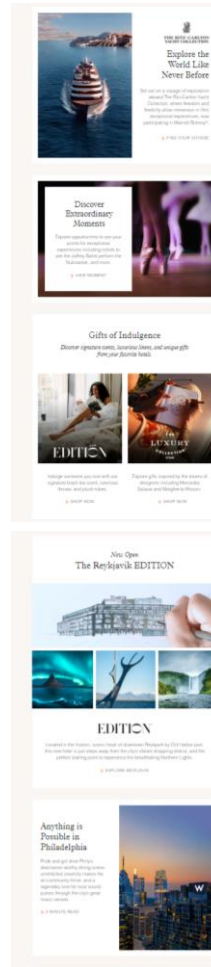
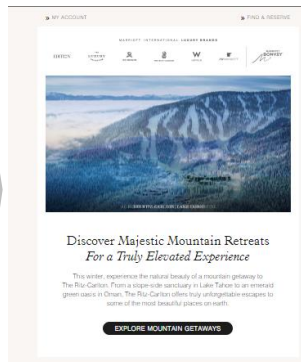
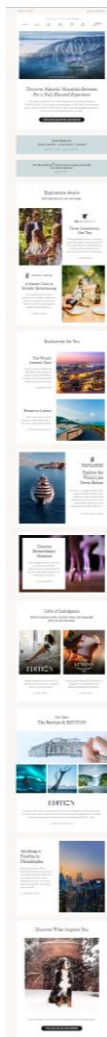
EXAMPLE OF MEMBER VERSION

Subject Line:

- [Fname's][Your]Account Update: Mountain Getaways, Holiday Master Class, Gift Guide & More
- [Fname's][Your]Account Update: Majestic Mountain Retreats, Multi-Generational Travel, Extraordinary Moments & More
- [Fname's][Your]Account Update: From Majestic Mountain Retreats to Kitty the Bernese Mountain Dog & More

Pre-Header:

Plus, Announcing The Ritz-Carlton Yacht Collection and our newest opening in Reykjavik



Launched Lux MAU 14 October

EMEA Engagement

140.0 K Delivered	27.3% Open Rate	6.3% CTOR
1.7% CTR	--- Unsub. Rate	\$54.3 K Revenue

Region	Delivered	Open Rate	CTR	CTOR	Revenue
Europe	73.1 K	31.5%	2.5%	8.1%	\$34.9 K
MEA	66.9 K	22.6%	0.8%	3.7%	\$19.4 K
Total	140.0 K	27.3%	1.7%	6.3%	\$54.3 K

EMEA Oct '21 Average:

- Open rate: 27.5%
- CTR: 1.2%
- CTOR: 4.3%
- Unsub. Rate: ----

Observations:

- Overall engagement above EMEA monthly average; also in Europe
- First month of seeing impact of Apple iOS update on open and CTR rates; Apple opens not included in open counts
- Shifting engagement focus to click rates and audience health to monitor engagement trends
- Unsub rate impacted by recent data issues, so excluded from reporting

Launched Lux MAU 11 November

EMEA Engagement

128.9 K Delivered	25.8% Open Rate	6.4% CTOR
1.7% CTR	--- Unsub. Rate	\$13.9 K Revenue

Region	Delivered	Open Rate	CTR	CTOR	Revenue
Europe	65.1 K	29.6%	2.2%	7.4%	\$13.4 K
MEA	63.8 K	22.0%	1.1%	5.0%	\$523
Total	128.9 K	25.8%	1.7%	6.4%	\$13.9 K

EMEA Nov '21 Average:

- Open rate: 22.9%
- CTR: 1.2%
- CTOR: 5.0%
- Unsub. Rate: ----

Observations:

- Overall engagement above EMEA monthly average
- Open and CTO rates continue to be impacted by recent Apple iOS update; rates don't include Apple opens
- Strong CTR for both regions, Europe remains above average
- Testing into geo-targeting hero and offer content in coming months to see if messages lift click and booking engagement; optimize at segment level

METT Emails

Top Performing METTs: October 2021

Oct: Highest Revenue

EMEA_WesternEurope_Vienna_1Oct_DE

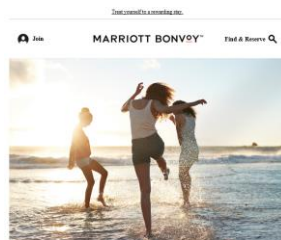
Subject Line: Experience the cultural metropolis in the heart of Europe (translated)



Oct: Strongest Engagement

EMEA_Loyalty_WoWMoments_Members_22Oct_EN

Subject Line: Explore Unforgettable Moments Curated for You



2,000 BONUS POINTS PER NIGHT

Live a unique summer experience whilst earning 2,000 Marriott Bonvoy™ Bonus Points per night in a selection of hotels and resorts in Spain.

Travelers should review the destination country's government guidance to confirm eligibility to travel and understand vaccination/testing requirements. Book with confidence as flexible cancellation is available on your hotel reservation.

BOOK NOW



LUXURY HOTELS

Give yourself a special summer treat and stay in one of our luxury hotels in the Canary Islands, Balearic Islands, Barcelona and other destinations.

Earn 2,000 Marriott Bonvoy™ Bonus Points per night when you stay by 28 October 2021.

BOOK NOW

PREMIUM HOTELS

Experience a memorable summer stay in Spain. Book now one of our premium hotels and resorts in Balearic Islands, Tenerife and the Canary Islands.

Earn 2,000 Marriott Bonvoy™ Bonus Points per night when you stay by 28 October 2021.

BOOK NOW

Oct: High Open Rate and Clicks

EMEA_TLC_Greece_Half_Term_UK_8Oct_ENG

Subject Line: Plan your Half term in Greece



ENJOY 20% OFF AND FREE BREAKFAST

Take a summer in Greece with the perfect vacation. Enjoy exclusive rates with 20% off and free breakfast. Book now to secure your spot. *Taxes and fees apply. **Eligible bookings only. See website for details.

See more [here](#) and [on the app](#).

BOOK NOW



FEEL THE BEAT OF CAPE TOWN

Experience Cape Town's vibrant culture and stunning beaches. Book now to secure your spot. *Taxes and fees apply. **Eligible bookings only. See website for details.

BOOK NOW



20% OFF DINING WITH MORECHARGES

The 19 Hotels Group provides exclusive rates. 20% off dining and more charges. Book now to secure your spot. *Taxes and fees apply. **Eligible bookings only. See website for details.

BOOK NOW



STAY LONGER ON US

Experience a special summer stay in one of our luxury hotels in the Canary Islands, Balearic Islands, Barcelona and other destinations. Book now to secure your spot. *Taxes and fees apply. **Eligible bookings only. See website for details.

BOOK NOW



SAVE ON MEMORABLE FAIRLY STAYS

Save on your next stay. Book now to secure your spot. *Taxes and fees apply. **Eligible bookings only. See website for details.

BOOK NOW

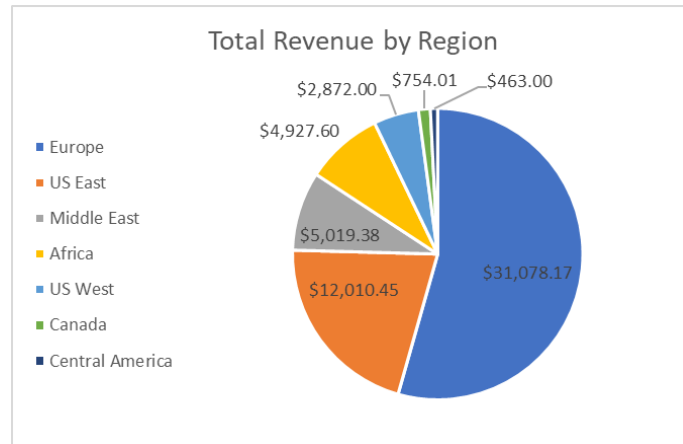


Oct 2021 METT Performance Summary

Email Description	Delivered	Open Rate	CTR	Clicks
October 2021 Total	1.5 M	15%	20.1%	12607

Month	Bookings	Room Nights	Revenue	% to EMEA
October 2021	89	278	\$57,125	72%
MoM	-52%	-51%	-54%	-21%

- Over 70% of revenue attributed to EMEA properties



Top 5 Hotels booked in EMEA by European campaign creators

LONDON GROSVENOR SQUARE
BR AMSTERDAM HOTEL
AK HABTOOR GRAND BEACH RESORT&SP
WI THE WESTIN EXCELSIOR, ROME
RIYADH MARRIOTT HOTEL

**Missing Nov METT data*

Testing & Optimization

Continuing to leverage PCIQ optimization tech. to lift Solo engagement

- **Subject lines:**
 - October – ENG only
 - November – versioned for luxury vs. non-luxury, still ENG only
 - Expanding to in-language versions in 2022
- **Hero images (non-luxury):** Europe vs. MEA
 - Plans are in place to continue efforts in future campaigns
- **Cross-border module:** UK only
 - Waiting for initial performance results and insights

Master Milan
Witness some of the world's finest art, marvel at the intricate architecture or shop at stylish boutiques in fashion central
EXPLORE MILAN



Find Charm in Paris
Famed for iconic attractions like the Arc de Triomphe and Eiffel Tower, discover the City of Lights at your own pace
EXPLORE PARIS



Discover Dazzling Dubai
A fusion of tradition and innovation, experience the bustling city's iconic skyline, nature reserves, beach resorts and more
EXPLORE DUBAI



Experience Egyptian History
Gaze at the grand pyramids, enjoy some of the best diving spots in the world or uncover 7,000 thousand years of history
EXPLORE EGYPT



Tags: Landscape Nature, Lifestyle



Tags: Summer, Lifestyle, Resort, Pool



Tags: Winter, Property



Tags: Summer, Property



PCIQ Subject Line Performance Results

Initial observations:

- Personalization tactics drove higher open rates each month (list approach in June and exclusivity in other months)
- In August, giving a higher discount influenced rates
- Additional data needed to understand engagement lifts and regional / versioning differences
- Continuing to partner with Epsilon on future optimizations and insights

Date	Subject Lines	Oepn Rates
June	124 Hotels for a Summer Staycation in the UK (39 with a Pool)	27.7%
	69 Hotels for a Summer Staycation in the UAE (17 with Beach...)	25.9%
	Discover Our Collection of 69 UAE Hotels for Any Style	26.0%
	Discover Our Collection of UK Hotels for Any Style	27.1%
	How to Save 20% on Summer Holidays in the UAE	19.7%
	How to Save 50% on Your Second Room for a Family Holiday	27.3%
	Save 20% on Summer Holidays	24.4%
	Save 50% on a Second Room for Your Family Holidays	27.1%
	What are your summer plans[, Fname]?	26.6%
	Are you ready for one last summer getaway and 15% off?	26.3%
Aug	Are you ready for one last summer getaway and 20% off?	26.8%
	Are you ready for one last summer getaway and 25% off?	27.4%
	Especially for You in August...	28.5%
	How to End the Summer on a High With 15% Off.	26.1%
	How to End the Summer on a High With 20% Off.	26.1%
	How to End the Summer on a High With 25% Off.	27.3%
	Save 15% on Last-Minute Summer Getaways	25.2%
	Save 20% on Last-Minute Summer Getaways	25.7%
	Save 25% on Last-Minute Summer Getaways	26.6%
	[Fname,]End the Summer on a High With 15% Off.	27.0%
	[Fname,]End the Summer on a High With 20% Off.	27.6%
	[Fname,]End the Summer on a High With 25% Off.	27.9%

Date	Subject Lines	Oepn Rates
Sep	How to Earn Nights Away on Us	27.1%
	Step Away From Screen Time and Reward Yourself in Small Ways	27.2%
	Would You Like to Earn Points With Ease[, Fname]?	27.2%
	[Fname's][Your] Guide to Earning Points With Ease	27.8%
	[Fname,]Discover Member Exclusive Offers and Enjoy Nights Away on Us	28.0%
Oct	Tom, Don't Miss Out on These Member Exclusive Offers and Experiences	25.8%
	Guide to Member Exclusive Offers and Experiences	26.1%
	Member Exclusive Offers and Experiences	26.0%
	Time is Running Out for These Member Exclusive Offers and Experiences	26.3%
	Mai, have you seen these member exclusive offers and experiences?	26.4%
Nov	Don't Miss Out on Exclusive Savings, Experiences, and More	22.0%
	One Week Only to Save on Your Holiday Travel	22.1%
	Exclusive Savings, Experiences, and More	22.0%
Non-Lux	Your Special Holiday Savings Are Inside	22.3%
	Have you started planning your holiday travel?	21.7%
Nov Lux	Tis the Season to Be Showered in Luxury	24.9%
	Now Is the Time to Book a Luxury Experience	24.2%
	Your Luxury Getaway Awaits...	25.2%
	Your Guide to a Luxury Holiday Getaway	25.0%
	Where will you holiday this year?	24.3%

Established 2022 Learning Roadmap and Agenda

EMEA 2022 Learning Roadmap: Monthly Drive Market Solos				
	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Email Performance	<ul style="list-style-type: none"> - Explore Epsilon widget roadmap for additional global capabilities - Optimize luxury segment engagement - Use PCIQ subject line to optimize - Explore trigger campgin/retargeting capabilities 	<ul style="list-style-type: none"> - Leverage Epsilon widgets to increase engagement - Optimize luxury segment engagement - Use PCIQ subject line to optimize 	<ul style="list-style-type: none"> - Leverage Epsilon widgets to increase engagement - Optimize luxury segment engagement - Use PCIQ subject line to optimize - Plan to test trigger campaign 	<ul style="list-style-type: none"> - Leverage Epsilon widgets to increase engagement - Optimize luxury segment engagement - Use PCIQ subject line to optimize
Personalization	<ul style="list-style-type: none"> - Test versioning content for luxury segments - Explore creative options for evergreen member module (lite version) - Plan poll schedule and data usage - Explore capabilities for listing nearby hotels - Continue PCIQ cross-border optimization 	<ul style="list-style-type: none"> - Test versioning content for luxury segments - Launch member module test (lite version vs point balance) - Test approach to poll questions - Begin testing nearby hotel listings - Continue PCIQ cross-border optimiization 	<ul style="list-style-type: none"> - Test versioning content for luxury segments - Test using poll results for 1:1 personalization - Continue PCIQ cross-border optimization - Continue member module testing (lite version vs point balance) 	<ul style="list-style-type: none"> - Test versioning content for luxury segments - Test presenting content based on poll results - Continue PCIQ cross-border optimization
Content	<ul style="list-style-type: none"> - Test creative treatments cross border content - Introduce in-language Traveler content - Test headlines, copy and CTAs for point earning messages - Test poll placement 	<ul style="list-style-type: none"> - Test headlines, copy and CTAs for point earning messages - Test into regular offers CTA/module to increase clicks & bookings 	<ul style="list-style-type: none"> - Test creative treatments for mobile app CTA - Test headlines, copy and CTAs for point earning messages - Test placement of personalized poll results 	<ul style="list-style-type: none"> - Test headlines, copy and CTAs for point earning messages - Test creative treatments for member module - Test placement of personalized poll results
New Member Enrollment	<ul style="list-style-type: none"> - Submit request for additional enrollment code (METTS) 	<ul style="list-style-type: none"> - Test point earning messages for non-members - Test creative and/or copy for enrollment message - Implement METT tracking code 	<ul style="list-style-type: none"> - Test creative and/or copy for enrollment message - Test point earning messages for non-members 	<ul style="list-style-type: none"> - Test creative and/or copy for enrollment message - Test point earning messages for non-members

Other Supported Priorities:

- Grow and activate members
- Mobile App download/usage
- Cobrand acquisition/usage
- Global Promotions

Q1 Plans

January 2022

- ✓ Expand PCIQ SL to in-language versions
- ✓ Acknowledge loyalty - thank you banner
- ✓ Add point balance to encourage usage
- ✓ Personalized poll results from Dec poll
- ✓ Dynamic resorts content for lux segments
- ✓ Test new cross border creative

February 2022

- ✓ Continue PCIQ SL for all languages
- ✓ Add point balance to encourage usage
- ✓ Continue PCIQ cross border optimization
- ✓ Dynamic brand educ. for lux segments
- ✓ Interactive content with Traveler quiz

Learning Agenda: Email Performance

Business Objectives	Key Questions	Test/Optimization Opportunity
- Set benchmarks (annually)	- How can we improve performance by leveraging additional customer data & insights?	- Leverage Epsilon widgets to increase engagement and optimize content; look at tech roadmap (global capabilities)
- Increase email KPI's through targeting and content optimization	- Are there technologies that will help improve engagement?	- Optimize luxury segment engagement
	- Are we able to increase engagement & personalization efforts with additional data that identifies those who have a propensity to stay at luxury brands?	- Use PCIQ subject line to optimize in-language versions - Optimize member engagement around driving points activation - Explore trigger send campaign opportunities

Learning Agenda: Personalization

Business Objectives	Key Questions	Test/Optimization Opportunity
- Increase relevancy and engagement	- Are we yielding the biggest impact/ROI from email versioning - luxury vs. generic? If so, for which markets?	- Test into versioning for luxury segments: luxury images, tone of voice, featured brands
- Support localization goals & initiatives	- Can we improve clicks with additional member data to foster a more 1 to 1 relationship?	- Test into an evergreen member module (lite version) vs. only adding point balance to lift clicks
	- Does a repeatable feedback loop increase engagement and help to inform future content?	- Test poll questions to determine which types of questions drive more clicks
	- Which localization tactics improve engagement more than others?	- Plan schedule for poll questions for the year and how to use data
		- Test presenting content based on poll results at the customer level for 1 to 1 messaging
		- Continue PCIQ cross-border optimization - Test into listing nearby hotels

Learning Agenda: Content

Business Objectives	Key Questions	Test/Optimization Opportunity
- Activate, educate and grow program loyalty	- How do recipients engage with content?	<ul style="list-style-type: none"> - Test creative treatments for mobile app (ex. add button icon), member module, and cross border content - which new creative drives more clicks - Test headlines, copy and CTAs for point earning messages
- Present content that drives valuable clicks	- Do some articles drive more clicks than others?	<ul style="list-style-type: none"> - Test poll placement - Test placement of personalized poll results
- Drive mobile app downloads	- What content engages readers more and drives ongoing readership?	<ul style="list-style-type: none"> - Test in-language Traveler content - Test Journey content for relevant markets for luxury segments (ENG only) - Test into regular offers CTA/module to increase clicks & bookings

Learning Agenda: Non-Members

Business Objectives	Key Questions	Test/Optimization Opportunity
- Grow Bonvoy member database	- Is there a more comprehensive way of tracking and reporting on new member enrollments from email?	- Test point earning messages for non-members
	- What is the best way to convert?	- Test creative treatments for enrollment message
		- Set-up tracking for additional enrollment code

Next Steps

Next Steps

- Year in Review highlighting member stay data
- New Resorts offer will be highlighted in December with exclusive offer
- Interactive Resorts Poll
- Domestic/Cross-border PCIQ optimization
- New Hotel Highlights Module



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PALMA DE MALLORCA, SPAIN

Thank you!

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Appendix: Luxury segment with Mom for November to October

Drive Market Solo (Nov '21)	L1		L2A		L2B		L3		Everyone Else		Total	
Delivered	146,737	1.60%	48,127	1.61%	85,148	5.75%	14,484	9.94%	2,665,700	4.50%	2,960,196	4.37%
Open Rate	23.2%	-16.35%	25.0%	-17.88%	30.1%	-19.82%	33.0%	-19.23%	23.1%	-14.89%	23.4%	-15.23%
CTOR	2.4%	-35.52%	3.3%	-46.81%	4.8%	-51.36%	5.5%	-49.84%	3.4%	-4.49%	3.4%	-12.58%
CTR	0.56%	-46.06%	0.82%	-56.32%	1.43%	-61.00%	1.80%	-59.49%	0.79%	-18.72%	0.80%	-25.89%
Bookings	3	-70.00%	2	-71.43%	16	-80.72%	5	-28.57%	216	5.37%	242	-22.44%
Room Nts.	8	-83.33%	7	-65.00%	48	-80.25%	10	-41.18%	723	24.23%	796	-12.53%
Revenue	\$1,321.51	-93.24%	\$339.00	-94.87%	\$9,480.17	-83.23%	\$1,282.83	-3.39%	\$133,666.17	15.66%	\$146,089.67	-26.81%
Rev/Del.	\$0.01	-93.35%	\$0.01	-94.95%	\$0.11	-84.14%	\$0.09	-12.12%	\$0.05	10.67%	\$0.05	-29.87%