EMEA Email Review: Q1 2021

21 April 2021

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The Langley, a Luxury Collection Hotel, Buckinghamshire

TODAY'S AGENDA

1. Quarterly Plan and Roadmap

2. Q1 Performance Summary

3. Key Campaign Engagement
   - Drive Solo
   - METT
   - MAU

4. Testing & Optimization

5. Actionable Insights

Grosvenor House, A Luxury Collection Hotel, Dubai

Quarterly Plan & Roadmap

EMEA 2021 Learning Roadmap:

Monthly Drive Market Solos

	Q1 2021	Q2 2021	Q3 2021	Q4 2021
Email Performance	- Test subject lines/pre-headers - Explore optimization tech opportunities	- Test subject lines/pre-headers (PCIQ/Epsilon)	- Test subject lines/pre-headers - Explore additional targeting opportunities (MarketView, luxury segments) - Explore re-send optimization tactics	- Test subject lines/pre-headers - Optimize re-sends (targeting, SL/PH)
Personalization	- Measure effectiveness of luxury & generic solo versioning	- Optimize hero engagement/personalization - Feedback loop (survey, poll, quiz content)	- Optimize hero engagement/personalization - Use member data (pt. balance, etc.) - Test showing nearby properties	- Optimize hero engagement/personalization - Feedback loop (survey, poll, quiz content) - Use member data (pt. balance, etc.)
Content	- Enhance brand education content - Investigate mobile app email tracking - Launch Non-member enrollment code (METT)	- CTA testing - Enhance brand education content - Launch mobile app download tracking capabilities - Launch Non-member enrollment code (Solo)	- Image Testing - Enhance brand education content	- Image Testing - Hero module testing - Video promo support

Other Supported Priorities:

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

Q1 2021 Actions Taken:

2021 Goals	EUR	MEA
Open Rate	26.0%	19.0%
CTOR	6.5%	4.5%
Unsub Rate	0.35%	0.20%
Total Revenue	$4.2 M	$1.0 M

- Established 2021 email channel goals
- Set-up new enrollment code EMEA
- Epsilon presented new optimization tech
- Began subject line testing
- Increased interactive content including Traveler quiz and brand gamification
- Stronger focus on brand education plus property feature
- Set-up process to obtain mobile app deep links & track engagement
- Defined segmentation and process to track luxury audience engagement

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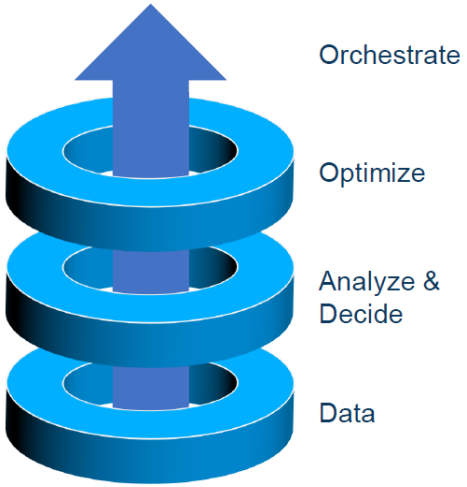
New Optimization Technology

1. Agile Content Library
   - Use widgets to enhance email content and engagement, and/or streamline processes

2. PeopleCloud IQ (PCIQ):
   - Optimization through machine learning and AI
   - Use to improve open & click rates by optimizing subject lines & content



The Decision Management Suite

Q2 2021 Plans

- Outline use cases for using Epsilon tech: subject lines and content
- Launch Arabic language versions of April solo (8 versions across 3 markets)
- Test new brand education approach (gamification module in April)
- Leverage mobile app deep links to track engagement in April solo
- Launch enrollment code in April solo and set-up automated reporting
- Begin tracking engagement for luxury audiences in May
- Test hero CTAs in May and June solo's

EMEA 2021 Learning Agenda:
Monthly Drive Market Solos

Category	Business Objectives	Key Questions	Test/Optimization Opportunity	Actions Taken
Email Performance	Establish benchmarks Increase email KPI's through targeting and content optimization	How can we improve performance by leveraging additional customer data & insights? Are there technologies that will help improve engagement? Are we able to increase engagement & personalization efforts with additional data that identifies those who have a propensity to stay at various brands (luxury, resorts, etc.)?	Develop an iterative subject line/pre-header testing approach each month to increase open rates; improve personalization using member data Increase re-send email open rates by testing subject lines with greater urgency to non-clickers; also include non-openers Partner with other teams to explore additional targeting opportunities (for example, propensity models, Modern Data Platform)	**Began subject line testing in March '21; ongoing** **Epsilon presented new optimization tech in Feb '21** **Outlined use cases for using Epsilon tech**
Personalization	Increase relevancy and engagement Support localization goals & initiatives	Are we yielding the biggest impact/ROI from email versioning - luxury vs. generic? If so, for which markets? Can we improve clicks with additional member data to foster a more 1 to 1 relationship? Does a repeatable feedback loop increase engagement and help to inform future content? Which localization tactics improve engagement more than others?	Increase clicks by enhancing hero personalization using member data & tech Show 1 to 3 nearby properties in email to increase personalization Use technology to support localization efforts: weather, maps, or web scrape abilities to pull in real-time content Lift email interaction through survey, polls, games, quiz, sticky content Include current point balance to increase clicks and encourage redemptions	**Launched Arabic language with April Solo** **Set up engagement tracking for luxury audiences (March); will use in May solo** **Used Traveler quiz in Feb and brand education quiz-like module in April**

EMEA 2021 Learning Agenda:
Monthly Drive Market Solos

Category	Business Objectives	Key Questions	Test/Optimization Opportunity	Actions Taken
Content	Activate, educate and grow program loyalty Present content that drives valuable clicks Drive mobile app downloads Educate members and non-members on brand portfolio and affiliation	How do recipients engage with content? Do some articles drive more clicks than others? What content engages readers more and drives ongoing readership?	Increase hero clicks by testing CTA copy (alternatives to 'Book Now') and module styles Use technology to include video content in email and support cross border promotions Learn which images drive more click activity: lifestyle, destination, or room Improve mobile app tracking in emails; look for ways to optimize content Test into brand education tactics that provide a more personalized experience; use previous stay data or brand propensity models to inform content	**Stronger focus on brand education plus property feature** **Hero CTA testing planned for May and June** **Leveraged mobile app deep links to track engagement; launching in April solo**
New Member Enrollments	Grow Bonvoy member database	Is there a more comprehensive way of tracking and reporting on new member enrollments from email? What is the best way to convert?	Set-up enrollment code for all emails for more comprehensive tracking & improved reporting Test an enrollment message that includes benefits of membership & ease of sign-up to increase clicks & enrollments	**Set-up new enrollment code EMEA in Jan '21** **Launched enrollment code in April solo; ongoing tracking effort**

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Q1 2021
Performance Summary

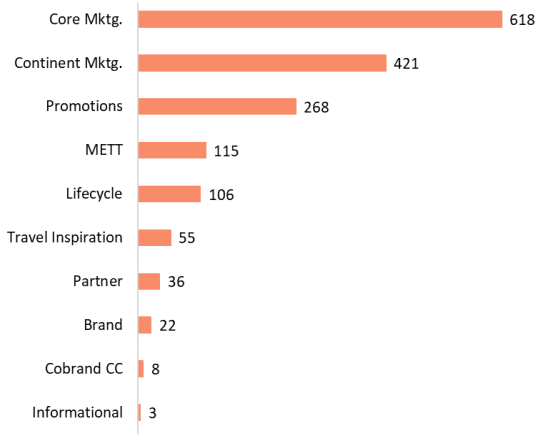
KEY STORYLINES

- Email deliveries returned to previous year levels
- Continuing to capture more open activity lifted open rates above previous periods & goals
- Click activity has remained steady since October 2020
- MAU, Drive Solos, and Q1 Global Promo messages contributed to Q1 financial gains
- Established new 2021 email performance goals that align with ongoing optimization plans
- Click activity increased from the launch of new METT templates
- Broad promotions and offers continue to attract engagement, along with messages that were geo-targeted and timely; engagement was consistent across key campaigns

Q1 2021 YoY Performance Overview

2.9 M Email Subscribers* -5.5% vs. Nov '20	**32.7 M** Delivered Emails +30.6% YoY	**$898.8 K** Revenue -53.6% YoY	**5.1 K** Room Nights -56.8% YoY
29.0% Open Rate +6.8 pts. YoY	**1.2%** CTR -1.2 pts. YoY	**1.6 K** Bookings -68.2% YoY	
4.1% CTOR -6.9 pts. YoY	**0.24%** Unsub. Rate -0.05 pts. YoY		

Booking Contribution
(By Email Category)



*Emailable members & non-members in EMEA; does not include anyone on a suppression list

March deliveries were up +168% YoY as campaign volumes returned to previous levels

Open rates were higher than other periods after code changes improved open tracking

Resurgence of the pandemic impacted click rates & bookings YoY

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Consistent Emailable Audience Trends

Decline in audience size may be an impact of the pandemic on travel & drop in enrollments

Continents	Apr '21	Nov '20	Change
Africa	391,344	407,848	-4.0%
Antarctica	181	151	+19.9%
Asia	2,967,270	2,938,283	+1.0%
Australia	611,345	672,862	-9.1%
Canada	1,179,555	1,264,636	-6.7%
Caribbean Islands	87,178	89,882	-3.0%
Central America	485,201	509,642	-4.8%
Europe	1,571,499	1,712,396	-8.2%
Middle East	901,482	910,081	-0.9%
Pacific Islands	141,802	145,277	-2.4%
South America	468,903	492,246	-4.7%
United States	24,000,091	24,160,451	-0.7%
Grand Total	**32,922,958**	**33,445,141**	**-1.6%**

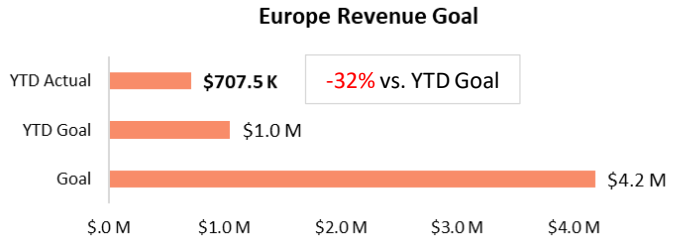
*Unknown locations were hidden, but included in grand total

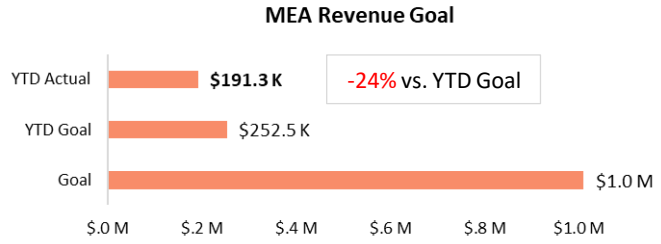
Q1 2021 Performance vs. Goal

- Positive gains in open rates and unsubscribe rates; testing subject lines in March drive market solo helped lift Q1 average
- Lower click activity compared to increases in open activity led to CTOR declines
- Pandemic continues to impact engagement in both regions; declines in clicks and total revenue
  - 2021 learning plans focused on lifting clicks and bookings
- Additional goals:
  - New enrollment tracking used in March METT campaigns; goals will be established in Q2
  - Kicking off new mobile app deep links & tracking in April with the drive market solos; goals will be established in Q3

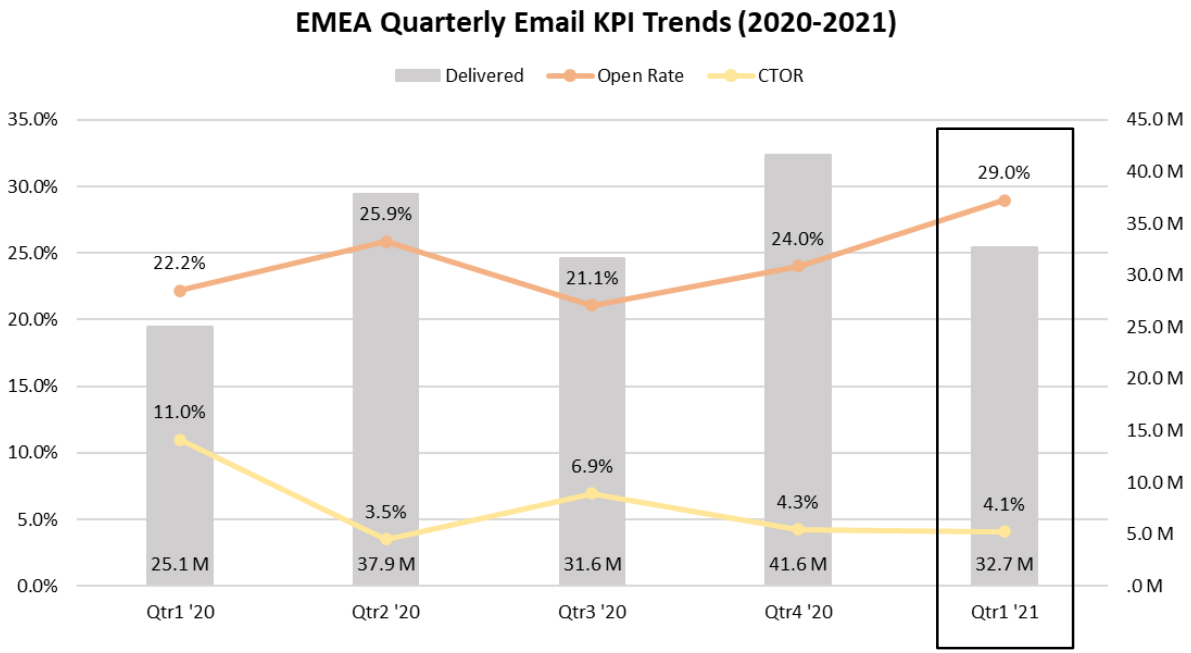
EUROPE	Q1 2021	Goal	vs. Goal
Open Rate	32.1%	26.0%	+6.1 pts.
CTOR	4.6%	6.5%	-1.9 pts.
Unsub. Rate	0.27%	0.35%	-0.08 pts.

MEA	Q1 2021	Goal	vs. Goal
Open Rate	24.9%	19.0%	+5.9 pts.
CTOR	3.2%	4.5%	-1.3 pts.
Unsub. Rate	0.19%	0.20%	-0.01 pts.





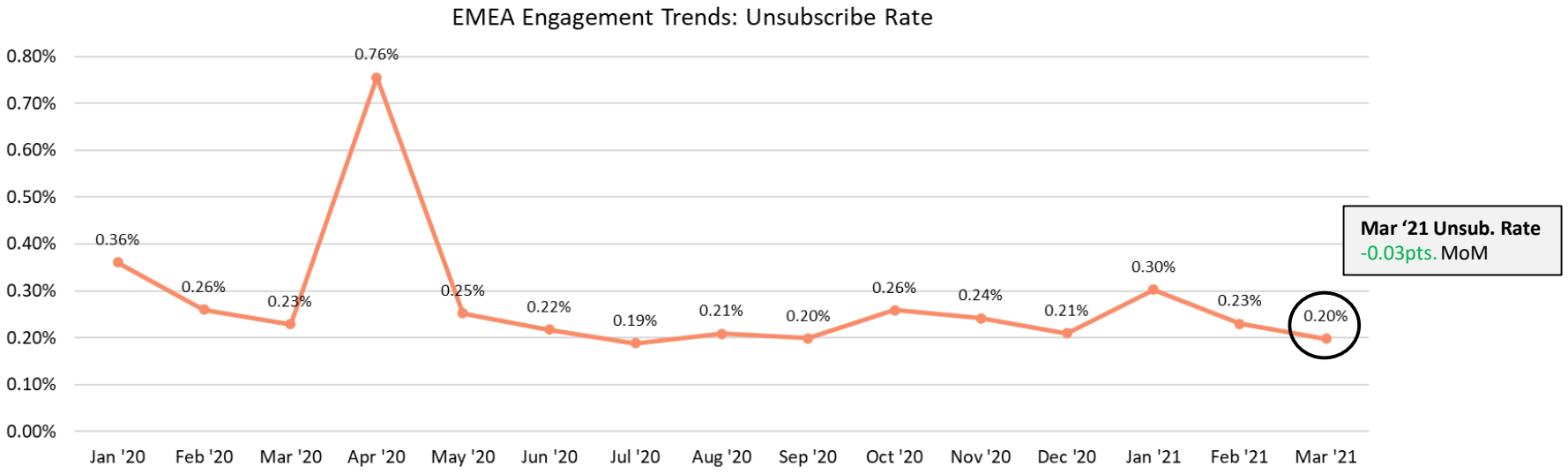
Q1 2021 Monthly Open Rates Were Consistently Higher Than Previous Periods, While CTORs Remained Steady QoQ



Open Rate
+4.9 pts. QoQ
+6.8 pts. YoY

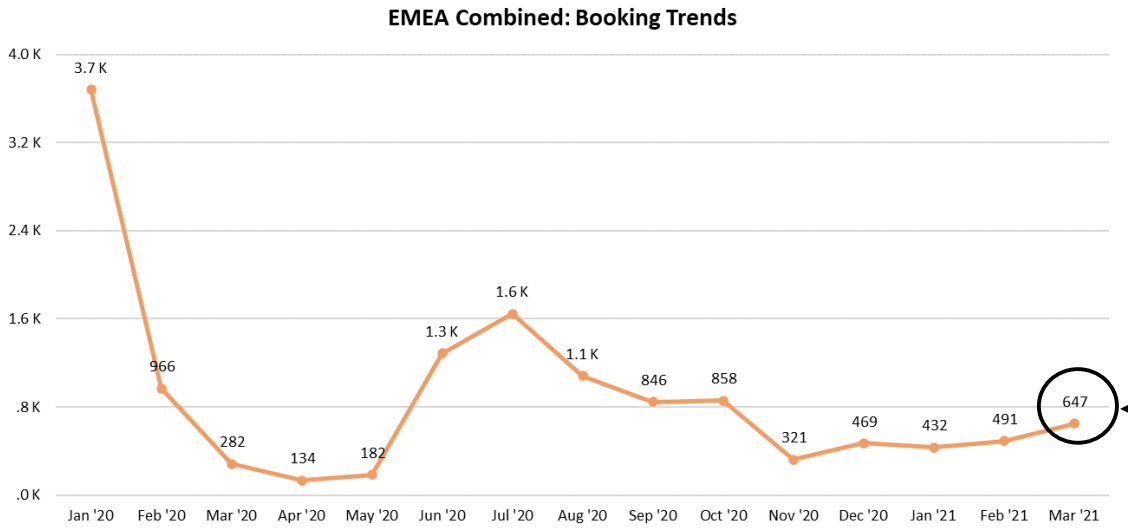
CTOR
-0.2 pts. QoQ
-6.9 pts. YoY

Positive Unsubscribe Rate Trends



Bookings Rebounded in March ‘21

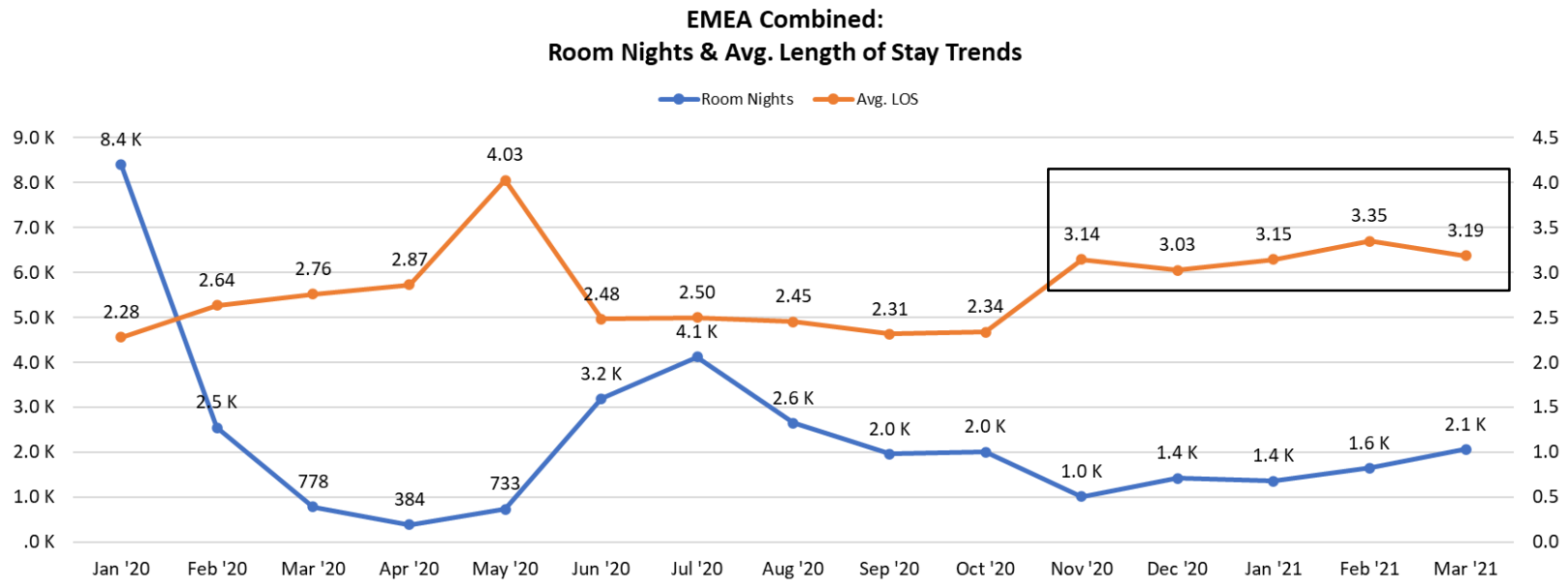
Positive Impact From Q1 Global Promotion, Drive Market Solo, and MAU



Mar ‘21 Bookings
+32% (+156) MoM

Consistent Trends In Longer Stays Since Nov ’20

Increase in length of stay indicates possible uptick in leisure stays; will monitor impact of ‘stay longer’ promotion in May ‘21



Key Campaign Engagement

- Drive Market Solo
- METT
- MAU

Drive Market Solos

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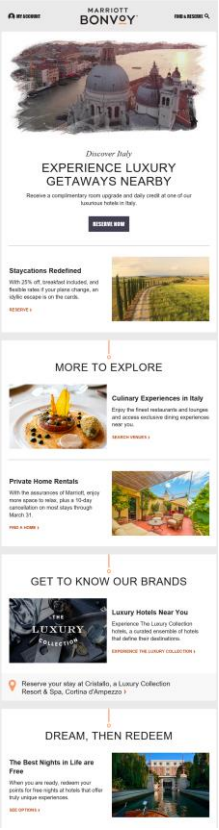
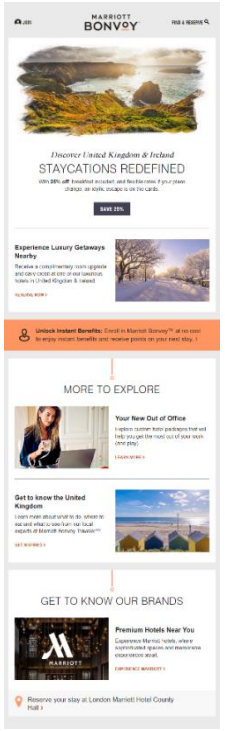
Email Creative Examples

13 January 2021

Member (Luxury Version)

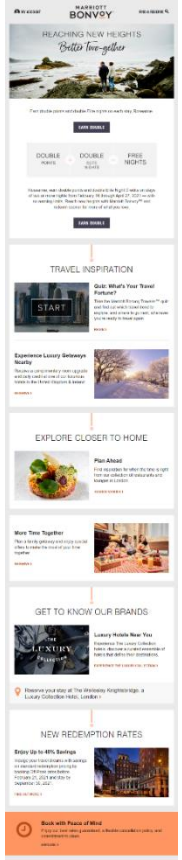


Non-Member (Generic)

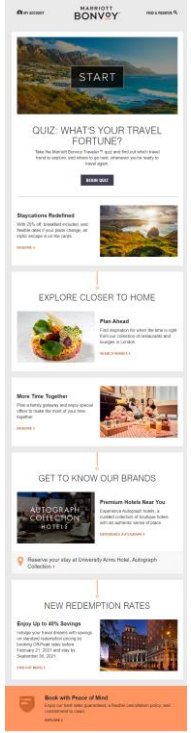


10 February 2021

Member (GloPro Version)

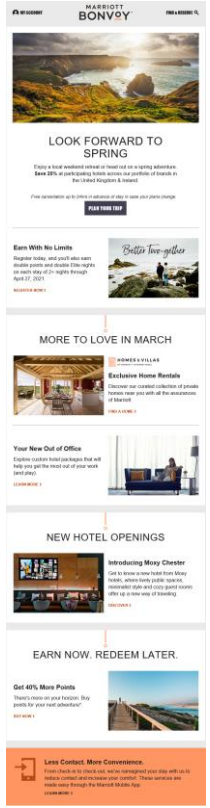


GloPro Holdout



3 March 2021

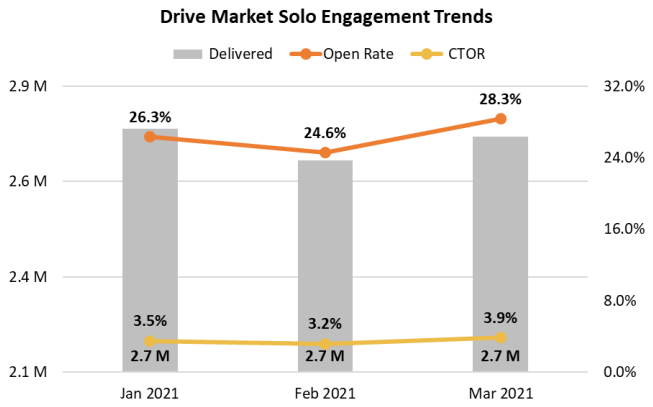
Spring Offer (South Africa/Autumn)

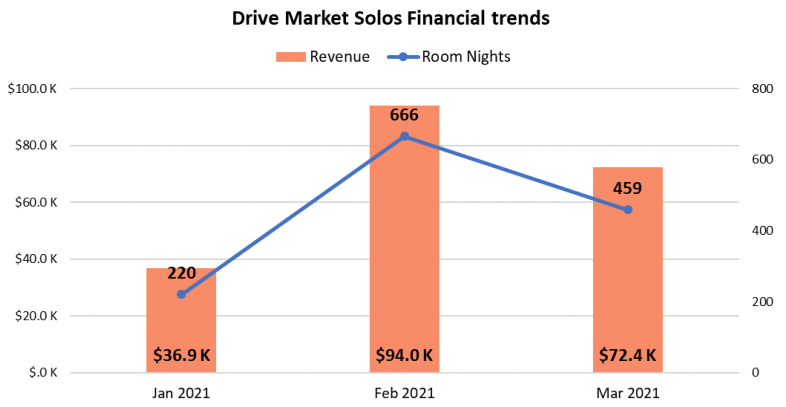


Drive Market Solo Engagement Stats

- QoQ delivery decline was from additional mailings in Q4; led to fewer Q1 counts & bookings
- Capturing more openers and clickers relative to delivered volume led to increased rates QoQ
- Subject lines were tested in March for the first time and contributed to open rate lift
- Ongoing test & learn plans are in place for subject lines & email content to help lift engagement
- Feb '21 email open & click rates may have been low, but the Q1 Global Promotion drove bookings and revenue higher than other months (46% of Q1 bookings)

Drive Solos	Q1 2021	QoQ
Delivered	**8.1 M**	-39.05%
Opens	**2.1 M**	-31.45%
Open Rate	**26.4%**	+2.9%
Clicks	**76.0 K**	-27.65%
CTR	**0.9%**	+0.1%
CTOR	**3.5%**	+0.2%
Unsub. Rate	**0.25%**	-0.01%
Bookings	**421**	-12.47%
Revenue	**$203.3 K**	-11.60%

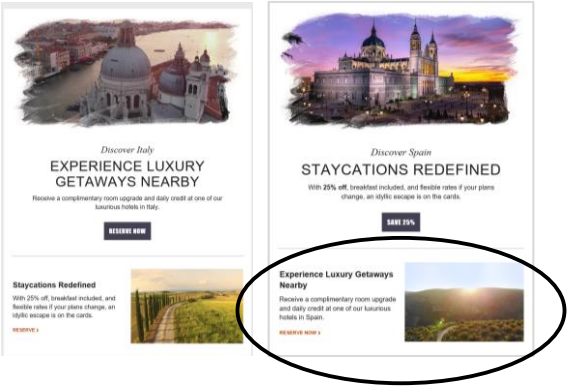




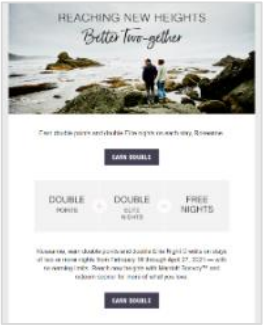
Top Performing Solo Content

- Hero modules continue to drive engagement generating the highest % of clicks
- Traveler quiz was the hero of the Jan non-Global Promo audience (first time) and received the most clicks (42% of clicks)
- Secondary luxury offer under Generic hero in Jan captured the same # of clicks as the hero in the Benelux, France (FRE), Italy, and Spain (SPA) email versions

Jan ‘21



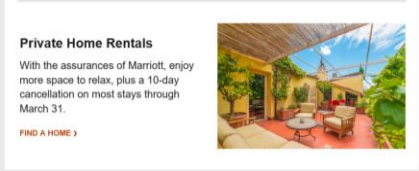
Feb ‘21

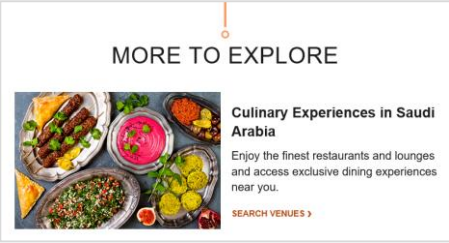


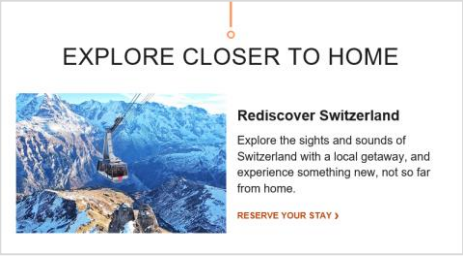
Mar ‘21

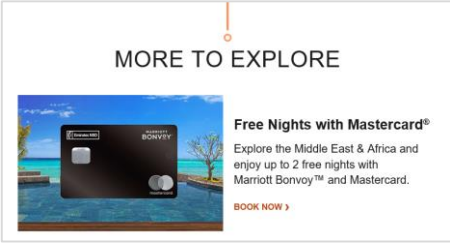
Top Performing Solo Content: Secondary Modules

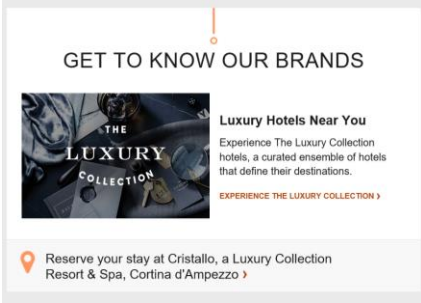
- Each month the Homes & Villas content resonated with readers
  - Jan & Feb: in top 3 most clicked for Italy ENG, Germany GER, Scandinavia, and Spain ENG versions
  - Mar: consistently received more clicks than Q1 Global Promo reminder under hero
- Geo-targeted messages performed well in several regions and were among the top 3 most clicked
  - Saudi Arabia's culinary experiences in Jan
  - Local getaway message in Switzerland and Germany GER in Feb
  - Mastercard offer in Egypt, Qatar, and UAE
  - Brand education module with local property feature in Jan was a top performer for most regions





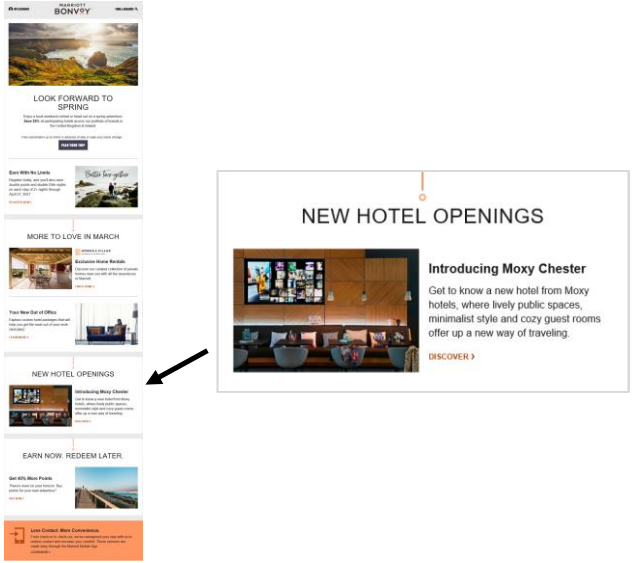






Top Performing Solo Content: Secondary Modules (cont.)

- New openings module in Mar was consistently #2 most clicked in almost all markets; placement didn't matter
  - It was #1 in Germany GER and ENG versions, and in Switzerland
- Most engagement YTD on new positioning of non-member enrollment banner (49 clicks)
  - 76% of clicks from Egypt, Germany, and Scandinavian versions (not shown below)
  - Improved enrollment tracking in April



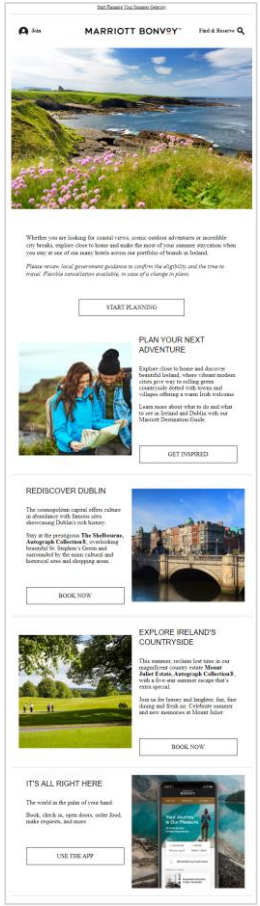
Unlock Instant Benefits: Enroll in Marriott Bonvoy™ at no cost to enjoy instant benefits and receive points on your next stay. ›

METT Campaigns

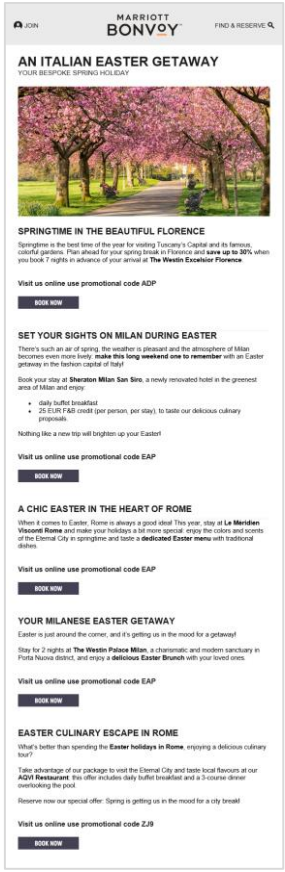
Launched New METT Templates (Jan 29th)

- New templates have a responsive email design
- More capabilities for imagery with every offer
- ADA Compliant
- Templates available across all brands and supported languages: EN, FR, DE, IT, PT, ES, RU

New Template



Old Template



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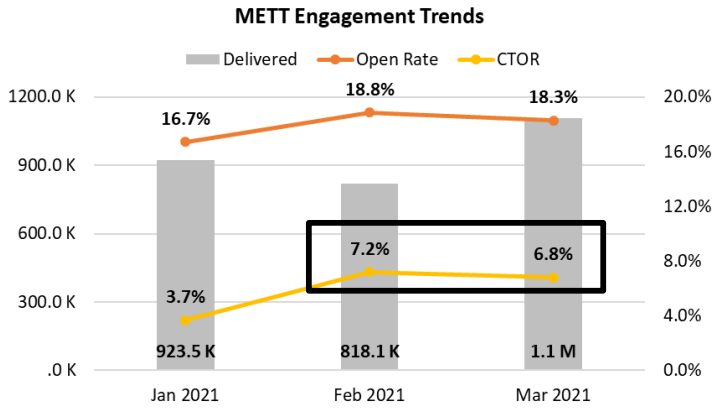
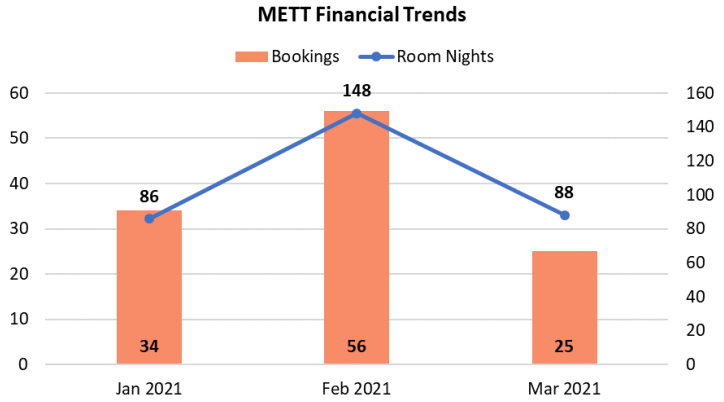
Higher Click Activity After Launching New Templates

- Q1 click activity was up YoY and QoQ
- A positive sign that template changes improved click activity; consistent with overall Bonvoy METT performance
- Delivered and open counts %changes were from pausing campaigns last year due to the pandemic and in Jan '21 to load new templates
- Feb was the first month using the new template; CTOR was +3.5 pts
- Feb also drove Q1 bookings & room nights; +65% and +72% MoM respectively
- Resurgence of the pandemic impacted March financials

	Q1 2021	YoY	QoQ
Delivered	**2.9 M**	+115%	-14.7%
Opens	**511.4 K**	+80.3%	-9.8%
Open Rate	**17.9%**	-3.4%	+1.0%
Clicks	**30.5 K**	+258%	+50.2%
CTR	**1.1%**	+0.4%	+0.5%
CTOR	**6.0%**	+3.0%	+2.4%
Unsub. Rate	**0.13%**	+0.06%	+0.07%
Bookings	**115**	-47.7%	-18.4%
Revenue	**$77.0 K**	-50.1%	-12.9%





Top Performing METT Emails: Q1 2021

1 Jan
Subject Line: Stay, Save and Savor In Switzerland
Pre-Header: Book worry-free with flexible cancellation

Most Room Nights & Revenue

19 Feb
Subject Line: Marriott
Pre-Header: Eröffnungsangebot*

Highest Open Rate

19 Feb
Subject Line: Discover a Collection of Exactly Like Nothing Else Hotels
Pre-Header: Rediscover your city and the unique offerings around you

2nd Highest Open Rate & Room Nights

26 Feb
Subject Line: Your UAE Staycation Inspiration
Pre-Header: Beach or desert escapes just a short drive away.

Highest CTOR

8 Campaigns Drove 80% of Q1 2021 Revenue

- 8 top performing campaigns made up only 17% of Q1 delivered emails, but generated 80% of the revenue
- Highest email engagement from Hotel Berlin Central District, AK Growth, and UAE Hotel Offers
- Switzerland Hotel Credit generated the most revenue and room nights

Campaign Description	Delivered	Open Rate	CTOR	Bookings	Room Nights	Revenue
EU_SwitzerlandHotelCredit_1Jan_EN	80.1 K	22.4%	4.4%	11	42	$19,149
EMEA_AK_Growth_Feb19_EN	35.5 K	27.1%	9.8%	9	31	$7,455
EMEA_UK_Inspiration_19Feb_EN	98.8 K	22.6%	2.7%	12	29	$3,455
EMEA_HotelBerlinCentralDistrict_19Feb_DE	52.3 K	31.2%	11.1%	9	23	$5,062
EMEA_Spain_CanaryIslandsCmp_Feb19_ES	58.4 K	20.3%	8.0%	4	21	$5,229
EMEA_Italy_SpringInItaly_26Mar_ITA	53.2 K	19.7%	5.5%	2	20	$6,063
EMEA_UK_FamilyStaycations_Mar26_EN	59.2 K	22.6%	6.3%	5	19	$5,484
EMEA_UAE_HotelOffers_26Feb_EN	35.4 K	16.4%	17.1%	5	11	$9,337
Top Performing Total	**473.0 K**	**22.8%**	**7.0%**	**57**	**196**	**$61,235**
% of Total (Q1 2021 METTs)	**17%**			**50%**	**61%**	**80%**

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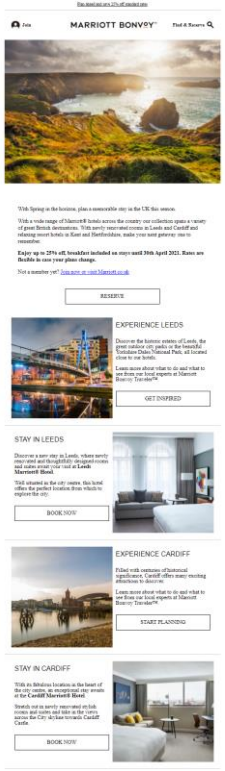
Stronger Reader Engagement

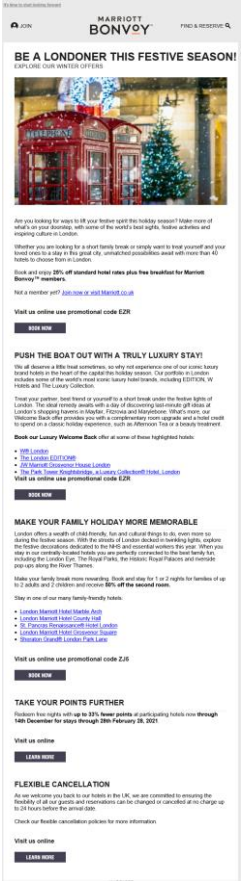
- New template generated click activity across all modules and less on the footer (mostly unsubscribe link)
- Hero engagement was consistent, but higher % of clicks on header and secondary offers compared to previous template
- Additional analysis underway to understand high performing content

Modules	New 19/02/2021	Old 11/12/2020
Pre-Header	**4.8%**	2.8%
Header	**25.4%**	7.5%
Offer 1	**20.5%**	20.3%
Join Link	**2.3%**	0.0%
Offer 2	**5.9%**	5.1%
Offer 3	**10.0%**	2.0%
Offer 4	**5.4%**	7.8%
Offer 5	**8.7%**	2.1%
Footer	**17.0%**	52.4%

New Template
19/02/2021
Subject Line: **Dream Now, Stay Later - Discover Your UK**



Old Template
11/12/2020
Subject Line: **Make More Of Your Christmas Holidays**



MAU

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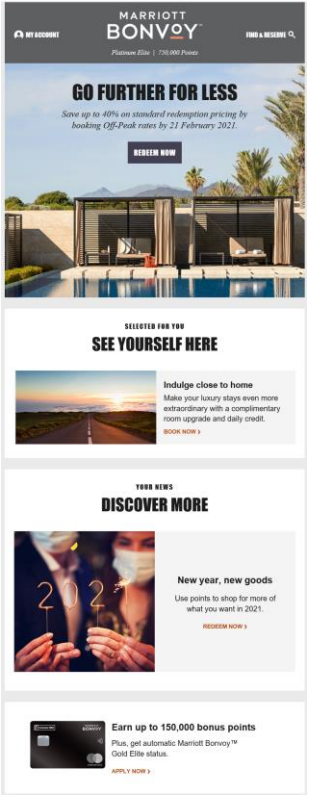
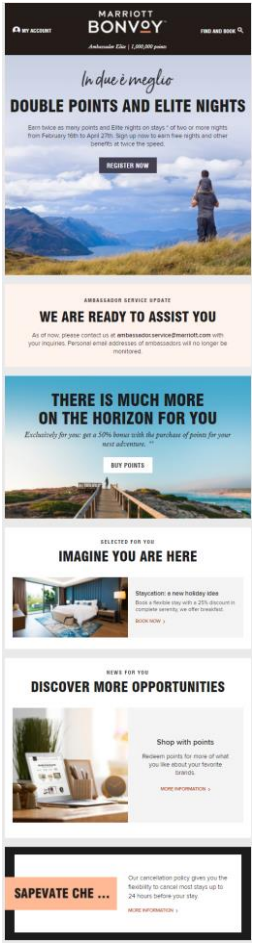
MAU Q1 2021
Email Creative Examples

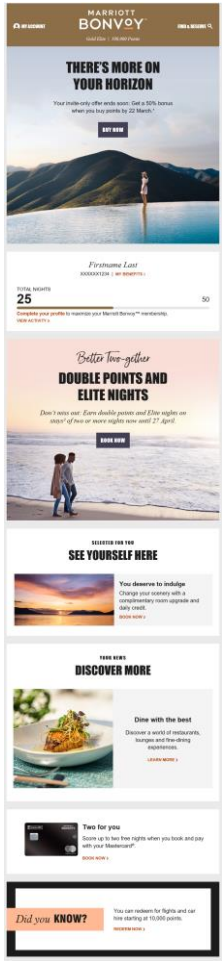
14 & 21 January



11 & 20 February



11 & 18 March

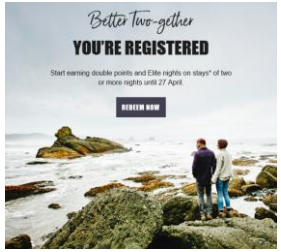


QoQ MAU Hero Engagement Lifts; Off-Peak LTO Was Most Engaging

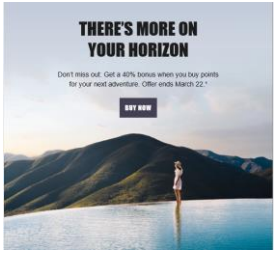
- Hero click activity was up QoQ; possible impact from not including the member account box in Jan and Feb
- Off-Peak LTO received the most clicks in Europe and MEA
- In Europe, the Points.com offers were the next most engaging, but stay offers resonated more in the MEA (Q1 GloPro & Year End Generic offer)
- Gain stronger insights on engaging hero content through A/B testing regional offers against other loyalty messages

Jan ’21: Off-Peak LTO

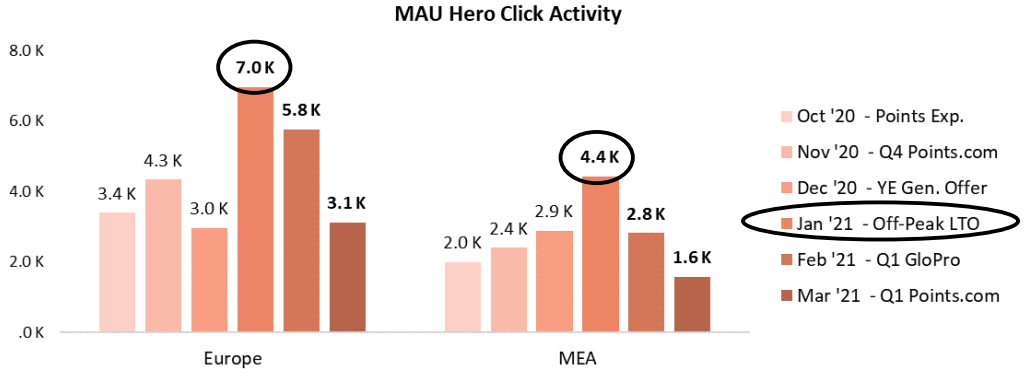
Feb ’21: Q1 GloPro



Mar ’21: Q1 Points.com



Hero Clicks	Q1 2021 Total	QoQ
Europe	15,858	+48%
MEA	8,823	+21%

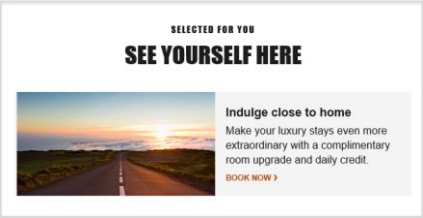


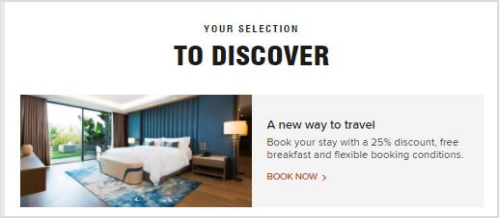
Top Performing Secondary Content

- Welcome back offers
  - Luxury (Jan)
  - 25% off (Feb and Mar)
- Flexible cancellation (Feb)
- Category changes (Feb)
- Maritz New Year (Jan)

Welcome Back offers were the 2nd or 3rd most clicked for BEN, GER, ITA, FRE versions in Q1

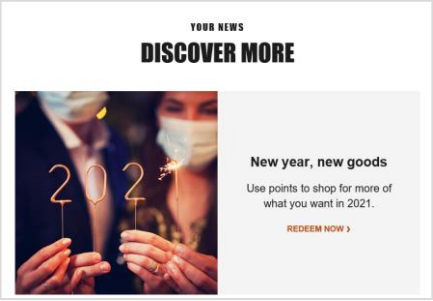
Consider mentioning the offers in the MAU pre-header to drive engagement



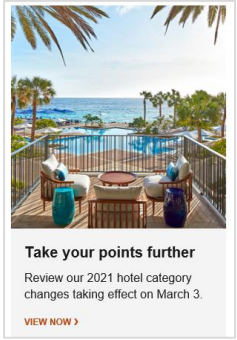


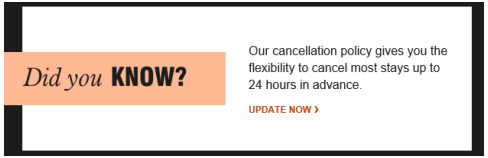
Jan **use points to shop** message was a top performer for ITA and SPA versions

Repeat current points balance in body copy to entice redemptions, for example: "Use your 25,000 points to shop for…"



Readers engaged with these timely messages





Feb **flexible cancellation** policy ranked high in the ENG, BEN, and GER versions

Feb **category changes** message was the 2nd most clicked in the ENG versions

Top Performing Secondary Content (cont.)

- Homes & Villas (Jan)
- Q1 GloPro reminder (Mar)
- Spain dining experiences: #2 most clicked (Mar)

Mar **Dining experiences** was the 2nd most clicked in EU SPA; #5 in MEA

Continue regional F&B messages; consider testing more prominent module to increase clicks

Jan **Home & Villas** was 2nd most clicked for ENG version

Draw attention to new benefits by using “New” in headline and email pre-header; repeat current points balance in body copy to entice redemptions, for example: “Now you can use your 25,000 points to rent…”

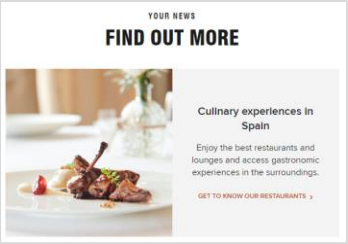
Pay with points

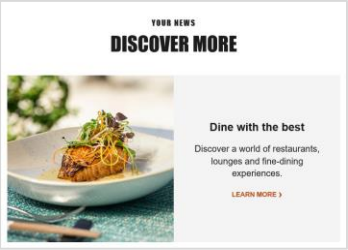
Now Marriott Bonvoy™ members can use points to rent private vacation homes near or far.

EXPLORE HOMES ›

Mar **GloPro reminder** was a top performer for EU - ENG, BEN, GER and MEA - BEN, FRE versions; 2nd most clicked

Continue including stay-based offers as secondary content when showing non-booking messages in the hero





Content Recommendations

- Continue to support broad promotions and welcome back offers; consistent winner across several mailings
- Timely, relevant messages attract clicks
  - New openings
  - Homes & Villas
  - Flexible cancellation
  - Category changes
- Culinary experiences performed well in Spain and MEA
- Continue testing different redemption messages; shopping performed well in MAU – consider for drive solo during the holidays
- Quiz content performed well as a hero; test into future inclusions and placements
- Leverage optimization technology to test creative and copy for the most engaging messages to lift clicks

Testing & Optimization

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March Subject Line Test Results

- Geo-targeted, exclusive subject line outperformed other options
- Continue testing for engagement patterns; plan to use PCIQ in Q2 for broader optimization

EMEA MARCH SOLO(3/03)	RESULTS (Winner vs. Other SLs)	DESCRIPTION OF WINNER
Special Offer: 25% Off Hotels in UK and Beyond	**Winner**	**Geo-targeted, Exclusive, Offer**
Susan, Save 25% On Your Next Getaway	-0.32 pts.*	
Save 25%: Look Forward to Your Next Getaway	-0.66 pts.	*Results were not statistically significant

PRE-HEADER: *Plus, discover more reasons to look forward to your next trip*

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Readers Engaged With Feb Quiz

First time leveraging Traveler quiz content in solo

Average time spent of over 5 minutes was the most time compared to other Traveler quizzes

77% completion rate was high vs. 87% Traveler average

Use engagement as benchmark for future placements

Top 3 Outcomes:

1. Island Hops in Spain & Greece (30%)
2. Outdoor Immersion in the Nordics (23%)
3. Slow Travel in Germany (19%)

Generic version: hero

GloPro version: secondary module

Upcoming Test & Optimization Efforts

- Welcome Europe Pilot analysis
- CTA Hero A/B Test (May & June)
- Subject line test (May)
- Subject line optimization with PCIQ (June)

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Actionable Insights

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Content Recommendations

- Continue to support broad promotions and welcome back offers; consistent winner across several mailings
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OTHER ACTIONABLE INSIGHTS

- New enrollment code and trackable mobile app links will be launching soon; goals will be established afterwards
- Tracking luxury audiences in Drive Market Solos will provide deeper engagement insights to inform future content selections and targeting efforts
- Continue testing geo-targeted subject lines for engagement patterns; include geo-targeted approach in Q2 PCIQ optimization for broader learnings
- Continue Traveler quiz messages in future mailings to engage and encourage ongoing readership; use Feb data as benchmark to compare against future placements

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Thank You!

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New Campaign Dashboard Categories

Loyalty team re-classified email categories to align with 2021 priorities and goals; see below for new categories and descriptions

NEW CATEGORIES	Category Description	For Example…
Brand	MI branded messages where the "friendly from" name is the actual brand name or business partner uses METT optimization	Brand BPP, HVMI Solos, other branded Solos
Cobrand CC	Solo messages exclusively featuring a cobranded credit card	Acquisition and ECM campaigns
Continent Marketing	Field-sponsored, solo marketing campaigns (NOT METT)	Drive Market Solos
Core Marketing	Marketing campaigns intended to drive conversion and revenue, and not otherwise defined elsewhere (Moments, Partner, Boutiques, etc.,)	MAU, Program Solos, Abandoned Search, Holiday messages, MBV Boutiques
METT	Offers and targeting submitted and deployed through the Field METT Tool that run through METT optimization	Field METTs, Property Promotions
Informational	Service or transactional messages (may or may not have transactional footer)	Points Sharing, Research/Survey, CEC, Apology
Lifecycle	Triggered messaging to move customers through loyalty program lifecycle	Welcome, Achievers, Redemption, On Boarding
Moments	Includes Moments Solos, METTs and Bi-Monthly/Recurring campaigns	Special Events, Bi-Monthly Solos
Partner	Campaigns featuring Loyalty partner	Your World Rewards, United Airlines, Hertz, Cruises Only
Promotions	Includes Global Promo, Algorithmic Targeted Marketing and Model-based Offers	ATM, Points.com, Global Promotion Announcement & Reg Confirmations
Travel Inspiration	Messages that inspire travel and share travel tips & trends	Traveler, Project Wanderlust

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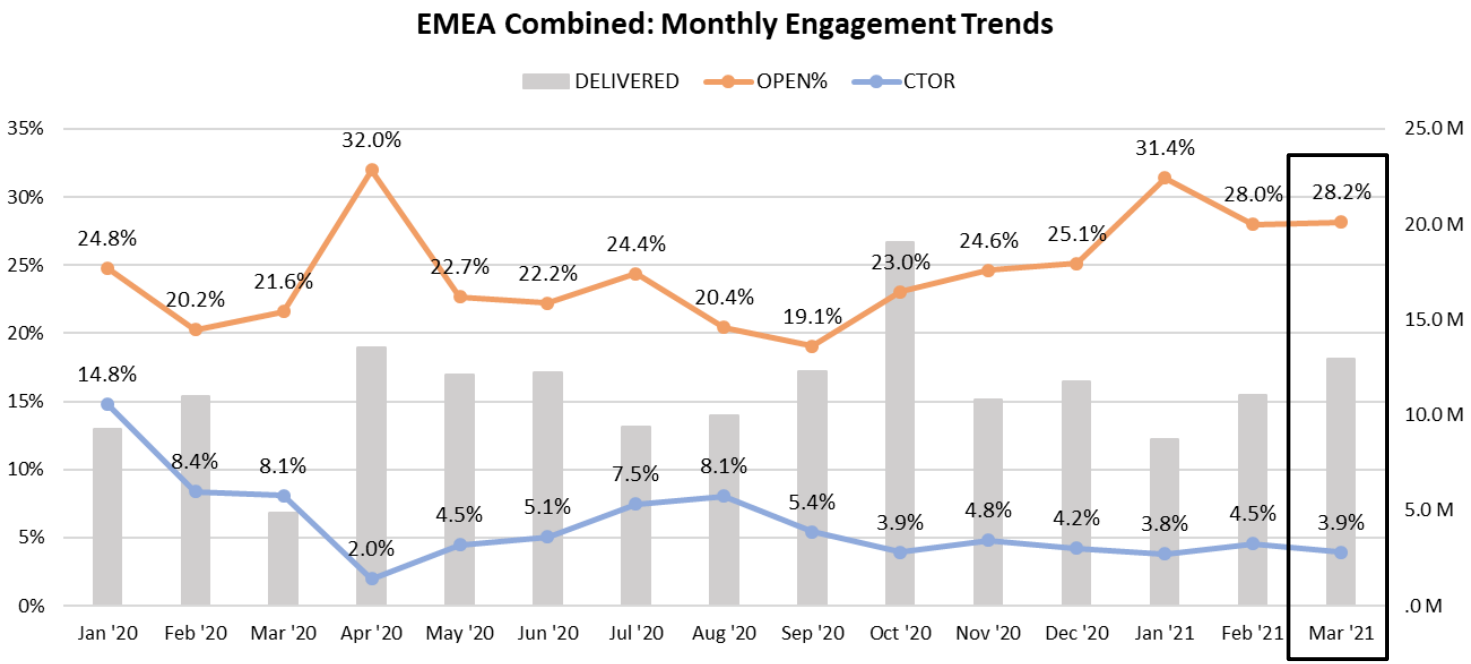
EMEA 2021 Engagement Trends



Open Rate
+0.2 pts. MoM
+6.6 pts. YoY

CTOR
-0.59 pts. MoM
-10.86 pts. YoY

March ‘21 Drive Market Solo: Heat Map

(Member & Non-Member Combined)

Section	Module Description	BENELUX_ENG	EGYPT_ENG	FRANCE_ENG	FRANCE_FRE	GERMANY_ENG	GERMANY_GER	ITALY_ENG	ITALY_ITA	QATAR_ENG	RUSSIA_ENG	RUSSIA_RUS
Header		9%	13%	10%	15%	10%	7%	14%	12%	11%	14%	15%
Hero	Look Forward To [Spring / Autumn]	41%	35%	41%	55%	26%	27%	31%	39%	46%	46%	63%
Hero2	Q1 Global Promo Reminder	3%	3%	4%	6%	2%	4%	3%	4%	2%	5%	6%
Secondary 1												
	Exclusive Home Rentals	13%	15%	16%		15%		16%		17%		
	Discover [Destination]										7%	7%
Secondary 2												
	Tips to Travel Safely (Traveler)	2%		3%		2%				2%	3%	
	Your New Out of Office (WorkAnywhere)		2%									
	Dine. Earn. Redeem.											
	Get to Know Milan							6%				
Brand Education	New Openings	16%	16%	0%	0%	29%	50%	16%	24%	0%	0%	0%
Covid Message	Less Contact. More Convenience. (App)	1%	1%	3%	1%	0%	1%	1%	2%	2%	3%	1%
Footer		16%	16%	24%	23%	16%	11%	14%	19%	20%	21%	8%
Total		**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

March ‘21 Drive Market Solo: Heat Map

(Member & Non-Member Combined)

Section	Module Description	SAUDIA_ARABIA_ENG	SCANDINAVIA_ENG	SOUTH_AFRICA_ENG	SPAIN_ENG	SPAIN_SPA	SWITZER_GER	TURKEY_ENG	UAE_ENG	UK_ENG
Header		10%	16%	11%	9%	14%	11%	14%	8%	9%
Hero	Look Forward To [Spring / Autumn]	48%	36%	35%	33%	41%	29%	35%	38%	47%
Hero2	Q1 Global Promo Reminder	3%	3%	4%	3%	3%	5%	3%	4%	3%
Secondary 1										
	Exclusive Home Rentals	11%	9%	22%	12%				20%	16%
	Discover [Destination]							4%		
Secondary 2										
	Tips to Travel Safely (Traveler)		1%		8%			3%		
	Your New Out of Office (WorkAnywhere)	1%		2%						2%
	Dine. Earn. Redeem.								4%	
	Get to Know Milan									
Brand Education	New Openings	9%	14%	16%	22%	29%	38%	23%	12%	9%
Covid Message	Less Contact. More Convenience. (App)	1%	1%	0%	0%	1%	2%	2%	1%	1%
Footer		17%	19%	9%	11%	12%	16%	18%	13%	13%
Total		**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**