EMEA Quarterly Email Review & Planning
Q4 2021

27 January 2022

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LE MÉRIDIEN BARCELONA, SPAIN

Meeting Agenda

1. 2021 Key Email Marketing Achievements & Quarterly Planning

2. Quarterly Performance Summary

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

4. Testing & Optimization

5. Actionable Insights

COURTYARD AL BARSHA, DUBAI, UAE

2021 Key Email Marketing Achievements & Quarterly Planning

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🏆 2021 Email Marketing Achievements

1 **Launched email tracking**
- o Tracked over 750 mobile app downloads
- o App activity trended +30% vs. goal Sep through Dec
- o Tracked over 98 MEA enrollments
- o New elevated join copy in Sept drove +71% MoM lift

2 **Encouraged point usage**
- o Generated over 2.5K bookings and $1.6M promotions and offers that were regional, global, resorts, or in support of HVMI
- o Encouraged point usage through redemption messaging
- o Featured Cobrand acquisition bonus point offers
- o Inclusion of member status drove clicks; was #3 most clicked

3 **Increased brand awareness**
- o Tested creative treatments monthly to lift clicks – Nov. version drove up to 18% of clicks in Lux version and up to 8% non-Lux
- o Featured personalized new openings by market; top 3 most clicked
- o Leveraged gamification approach (Reveal Brand)

4 **Optimized content to increase clicks**
- o Increased engagement with interactive polls and video
- o 12% of clicks on Dec poll
- o Regularly tested content like, CTAs and Traveler creative
- o Lifts in CTA clicks and CTOR from intriguing copy vs. offer/direct
- o Destination images +200% more clicks & higher CTRs vs. Traveler logo in A/B test

5 **Increased personalization**
- o Targeted resorts module (in market, region, & abroad) drove 33% of clicks; competed with hero module
- o Acknowledged offer redeemers & active stayers (recent vs. upcoming)
- o Launched Arabic language (8 versions across 3 markets)
- o Supported enrollment goals with RAF member messaging; 2nd highest enrollment month
- o Varied non-member enrollment creative and messaging
- o Targeted year-end member score card and future travel recommendations; click activity +8 pts. YoY

6 **Developed & implemented luxury engagement plan**
- o Tracked performance and versioned content for luxury vs. non-lux; stronger engagement trends with luxury segments

7 **Leveraged optimization technology to lift engagement**
- o Used PCIQ to test 6 subject lines; expanded to all languages
- o Used PCIQ Content to optimize 4 cross border destinations

8 **Leveraged new elevated template and Bonvoy branding - July**

9 **Lifted MAU Engagement**
- o Tested regional high performing regional offers in June hero
- o Clicks +136% MoM and +59% vs April

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 (luxury segmentation) - Explore re-send optimization tactics	- Test subject lines/pre-headers - Optimize re-sends (targeting, SL/PH) - Explore additional targeting opportunities (3rd party data)
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.) - Explore 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/Content Testing - Enhance brand education content	- Image/Content Testing - Hero module testing - Video promo support

Other Supported Priorities:
- Grow and activate members
- Mobile App download/usage
- Cobrand acquisition/usage

5

Q4 2021 Wins

1. Encourage point usage through the support of Week of Wonders promotion, Global Promotion, flash sale offer, and targeted member status module.

2. Optimized brand education module with high performing creative treatments highlighting new properties and key brands.

3. Began using PCIQ technology to optimize four Cross-Border destinations to understand travel preferences and drive engagement

4. Continued to increase personalization and point usage by launching year-in-review in the hero for the December Drive Market Solo contributing to stronger point earning and redemption in Q4.

5. Transitioned to using orange stretchy ban module for mobile app downloads contributing to the highest quarterly total of app downloads.

6. Used interactive poll in December to provide additional future personalization opportunities based on user feedback.

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Driving Points Activity Through Email Marketing

Summary of Q4 2021 relevant, targeted email content that encouraged consumers to earn and/or use points.

Encourage Point Activation
Earning & Redeeming Offers

Personalized Messages
Targeted by region, program activity, etc.

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YTD 2021 EMEA Member Point Activity

Positive lifts in point activity across all member levels compared to October reporting

3.1M
Total Emailable EMEA Members

Track activity quarterly to measure shifts

419.6K (14%)	**64.3K (2%)**	**58.6K (2%)**	**2.6M (84%)**
Earned	Redeemed	Both Earn/Redeem	No Activity
+2 pts. vs Oct	**+0 pts. vs Oct**	**+1 pts. vs Oct**	**-4 pts. vs Oct**

Opportunity is with Basic, Silver, and Gold members to increase activity
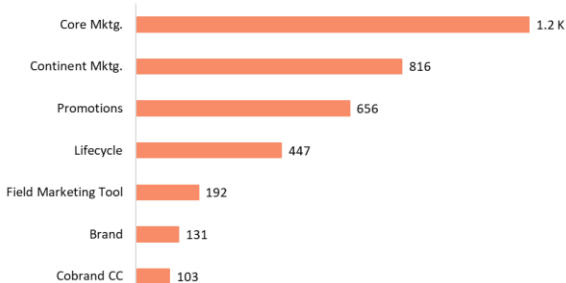
Levels	Count	% Earned	% Redeemed	% Both	% No Activity
Basic	2.8 M	12%	0%	0%	88%
Silver	111.0 K	49%	10%	8%	50%
Gold	101.0 K	51%	18%	17%	48%
Platinum	22.9 K	80%	41%	40%	18%
Titanium	23.4 K	85%	54%	52%	14%
Ambassador	7.0 K	95%	73%	72%	5%
Total	**3.08 M**	**14%**	**2%**	**2%**	**84%**

*Counts and percentages are not mutually exclusive
**Report date: December 2021

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Quarterly Performance Summary

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Q4 2021 YoY Performance Overview

3.1 M Email Subscribers* +3.6% vs. Oct '21	**51.1 M** Delivered Emails +51.4% YoY +26.2% vs. Q4 '19	**$2.2 M** Revenue +228.7% YoY -54.8% vs. Q4 '19	**11.0 K** Room Nights +178.3% YoY -58.6% vs. Q4 '19
23.0% Open Rate -1.0 pts. YoY +4.3 pts. vs. Q4 '19	**1.1%** CTR +0.2 pts. YoY -0.4 pts. vs. Q4 '19	**3.7 K** Bookings +144.2% YoY -64.4% vs. Q4 '19	
4.9% CTOR +0.8 pts. YoY -3.1 pts. vs. Q4 '19	**---** Unsub. Rate		

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

Booking Contribution (By Email Category)

| Category	Value
Core Mktg.	1.2 K
Continent Mktg.	816
Promotions	656
Lifecycle	447
Field Marketing Tool	192
Brand	131
Cobrand CC	103
Travel Inspiration	90
Partner	63
Regional	6

Significant growth in both revenue and room nights YoY
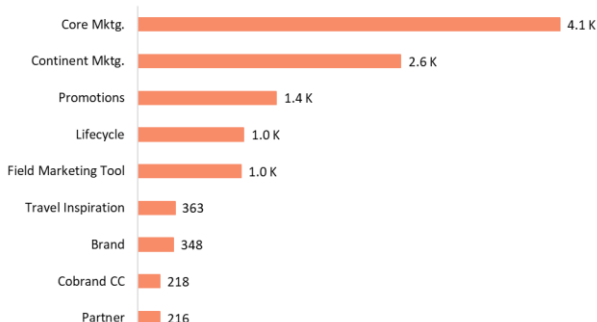
Strong emailable audience growth in all EMEA regions led to overall quarterly increase

49% of Q4 revenue from Drive Market Solos and Promotions

Apple iOS update leading to understating Open Rate in reporting due to Apple Opens

Unsub rate impacted by recent data issues; excluded from Bonvoy reporting

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2021 Full Year Performance Overview

3.1 M	**159.3 M**	**$7.0 M**	**35.2 K**
Email Subscribers*	Delivered Emails	Revenue	Room Nights
+6.5% vs. April '21	+28.8% YoY	+1.2% YoY	-15.3% YoY

26.9%	**1.3%**	**11.4 K**
Open Rate	CTR	Bookings
+2.9 pts. YoY	-0.14 pts. YoY	-31.6% YoY

4.8%	**---**
CTOR	Unsub. Rate
-1.1 pts. YoY	

Booking Contribution
(By Email Category)

Category	Value
Core Mktg.	4.1 K
Continent Mktg.	2.6 K
Promotions	1.4 K
Lifecycle	1.0 K
Field Marketing Tool	1.0 K
Travel Inspiration	363
Brand	348
Cobrand CC	218
Partner	216
Moments	110
Informational	28
Regional	6

Deliveries have returned to pre-pandemic levels

Capturing more open activity led to increases YoY

Click activity remained steady YoY but was not as strong as open activity – CTOR impacted

Financials showing slight rebound in revenue (+1.2% YoY)

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

Unsub rate impacted by recent data issues; excluded from Bonvoy reporting

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3.1M Emailable Customers in December 2021 (+3.6%)

- Overall EMEA audience growth for each region
- Middle East continues to experience the largest increase in member audience growth (+10%)
- All regions saw member audience growth

Region	Members	vs. Oct	Non-Members	vs. Oct
Africa	395,851	+7%	39,432	+3%
Europe	1,509,580	+1%	69,677	-3%
Middle East	981,255	+10%	55,925	-4%

Emailable Counts by Region	Dec '21	vs Oct '21
EMEA		
Africa	435,283	+4.1%
Europe	1,579,257	+2.3%
Middle East	1,037,180	+5.3%
EMEA Total	**3,051,720**	**+3.6%**
All Others		
Asia	3,459,145	+8.3%
Australia	1,185,071	+109.2%
Canada	581,159	-52.8%
Caribbean Islands	101,256	+7.3%
Central America	549,194	+4.3%
Pacific Islands	145,078	+2.4%
South America	536,778	+8.3%
United States	26,592,757	+0.1%
All Regions Total	**36,297,095**	**+1.2%**

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Q4 2021 Revenue Continues to Surpass Goals

*Apple iOS update led to understated Open Rates in Europe Q4; Consistent with other Bonvoy communications*

EUROPE	Q4 '21	Goal	vs. Goal
Open Rate	24.3%	26.0%	-1.7 pts.
CTOR	5.6%	6.5%	-0.9 pts.
Revenue	$1.6 M	$1.0 M	+53.7%

MEA	Q4 '21	Goal	vs. Goal
Open Rate	21.0%	19.0%	+2.0 pts.
CTOR	3.7%	4.5%	-0.8 pts.
Revenue	$498.9 K	$252.2 K	+97.6%

Europe 2021 Revenue Goal

+30% vs. YTD Goal

- YTD Actual $5.4 M
- YTD Goal $4.2 M
- Goal $4.2 M

$.0 M $1.0 M $2.0 M $3.0 M $4.0 M $5.0 M

MEA 2021 Revenue Goal

+47% vs. YTD Goal

- YTD Actual $1.5 M
- YTD Goal $1.0 M
- Goal $1.0 M

$.0 M $.2 M $.4 M $.6 M $.8 M $1.0 M $1.2 M $1.4 M $1.6 M

Financial data source: Omniture 7-day cookie

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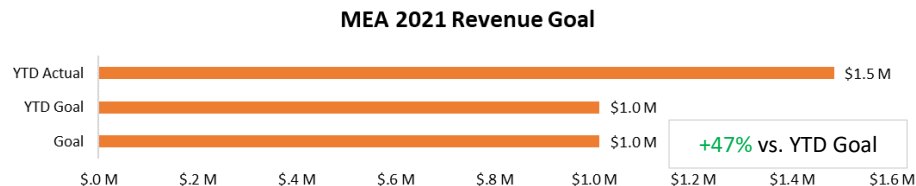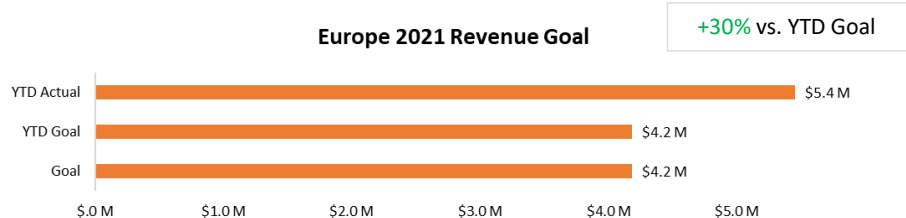
Q4 Delivered Count Growth Continues from Q3

- High delivery counts in Q4 for Week of Wonders and program messaging contributed to higher deliver counts
- iOS update impacting open rate decline QoQ
- Emailable audience growth in Q4 contributing to larger delivery count

EMEA Quarterly Email KPI Trends (2019-2021)

Delivered — Open Rate — CTOR
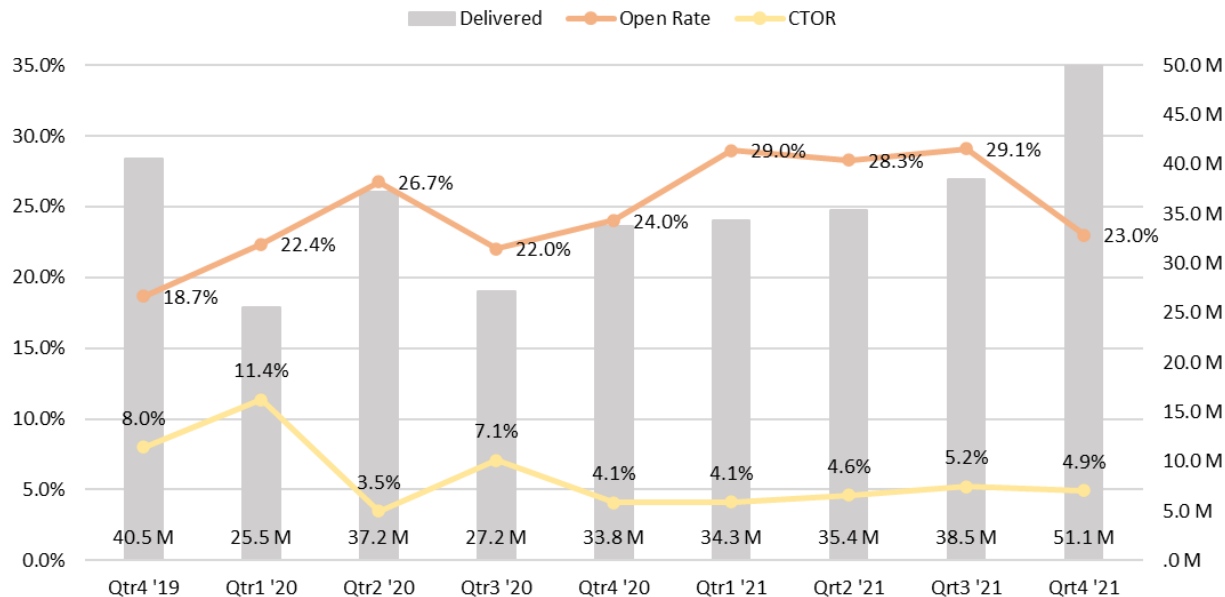
Open Rate
-6.1 pts. QoQ
-0.3 pts. YoY
+4.3 pts. vs 2019

CTOR
-0.3 pts. QoQ
+0.8 pts. YoY
-3.1 pts. vs 2019

Open Rate values: 18.7%, 22.4%, 26.7%, 22.0%, 24.0%, 29.0%, 28.3%, 29.1%, 23.0%

CTOR values: 8.0%, 11.4%, 3.5%, 7.1%, 4.1%, 4.1%, 4.6%, 5.2%, 4.9%

Delivered values: 40.5 M, 25.5 M, 37.2 M, 27.2 M, 33.8 M, 34.3 M, 35.4 M, 38.5 M, 51.1 M

Quarters: Qtr4 '19, Qtr1 '20, Qtr2 '20, Qtr3 '20, Qtr4 '20, Qtr1 '21, Qrt2 '21, Qrt3 '21, Qrt4 '21

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Q4 Downloads Continue To Be Significantly Higher Than Average

- Activity was impacted by:
  - Reintroducing app download in September
  - Refreshed mobile app creative in October; Leveraged orange stretchy ban module to better draw attention to content

2021 Mobile App Downloads
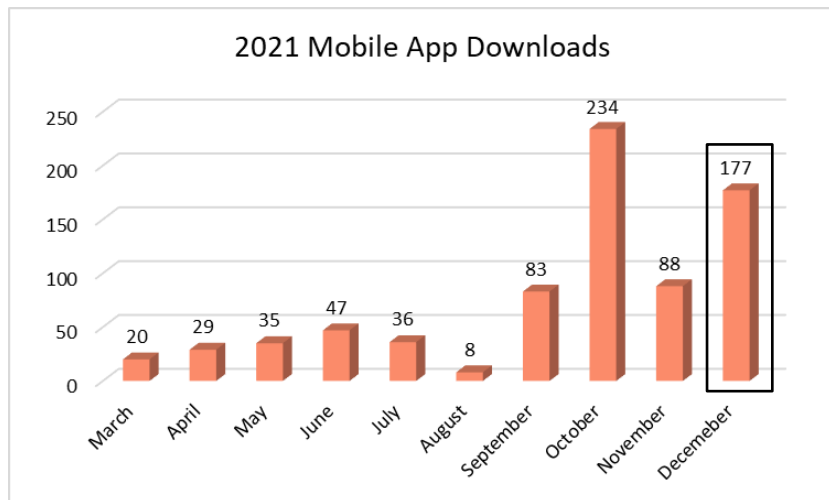
Time Period	App Downloads
Monthly Avg.	84
December Total	**177**
vs Avg.	+110.4%
MoM	+101.1%

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Mobile App Download Creative Sep- Dec

One App for Endless Possibilities

Redeem your points, access contactless check-in, open your room and more with the Marriott Bonvoy® App.

» VISIT THE APP

September '21 Creative

Wonder in the Palm of Your Hand

Get the best rates, access contactless check-in, open your room and more with the Marriott Bonvoy App.

DOWNLOAD THE APP

October '21 Creative

Make Holiday Travel Easy

Get the best rates, skip the line with contactless check-in, open your room, and more with the Marriott Bonvoy® App.

[VISIT][DOWNLOAD] THE APP

November '21 Creative

Travel Safely With Our App

Enjoy a contactless travel experience with the Marriott Bonvoy® App. Check-in, make requests, check your points balance and more.

EXPLORE THE APP / DOWNLOAD THE APP

December '21 Creative

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New Member Enrollments Trending Lower in Q4

Q4 METTs did not include enrollment links; contributing factor to enrollment decline as well as seasonality

Time Period	# Enroll
Monthly Avg.	11
December Total	**3**
vs Avg.	-72%
MoM	0.0%

2021 Email Enrollments
(Code: EMEA)

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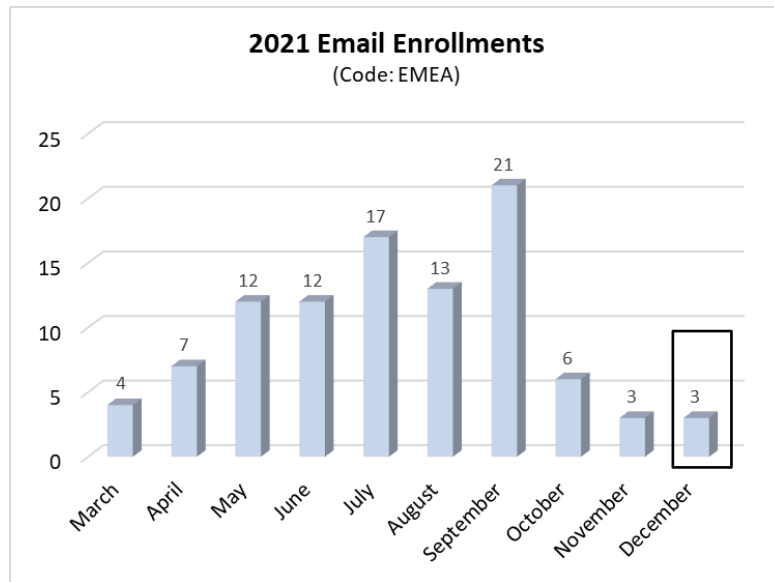
Q4 Campaign Highlights & Trends

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Drive Market Solo

Q3 2021 Drive Market Solos: CREATIVE EXAMPLES
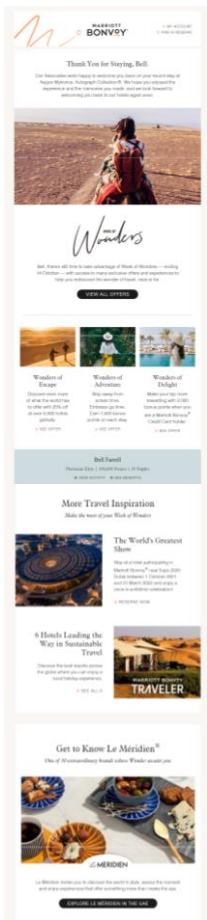
October '21 Highlights:
- New member status module
- Week of Wonders offer in the hero
- Featured Global Promotion
- **UAE:** Dubai World Expo
- New Brand Education Section
- New Mobile App Messaging

November '21 Highlights:
- 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

December '21 Highlights:
- Year-in-Review Hero
- Featured Resorts Offer
- Interactive Poll
- **Europe:** Holiday Hotel Package
- **Europe:** NYE Packages
- Targeted brand awareness/new openings

Q4 Engagement Stats

Drive Solos	Q4 2021	QoQ
Delivered	8.9 M	+1.1%
Opens	1.9 M	-21.5%
Open Rate	22.0%	-6.3 pts.
Clicks	89.1 K	-0.1%
CTR	1.01%	-0.01 pts.
CTOR	4.6%	+0.98 pts.
Bookings	813	-1.2%
Room Nts.	2.6 K	-0.3%
Revenue	$510.7 K	-5.3%
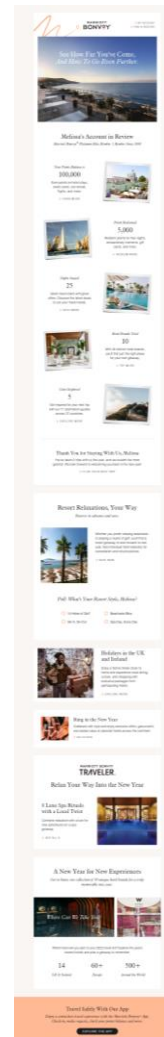
- Strong December performance showed improvement in Revenue and Room Nights from November to December

- Most KPIs for Q4 maintained engagement QoQ with positive lift in CTOR

- Decline in Open Rate concentrated in MEA

  - **Europe:** 20.4% **MEA:** 8.64%

- 86% of bookings and 84% of revenue to EMEA properties in 2021

- 82% bookings & 80% of revenue to EMEA properties in Dec

Drive Market Solo Engagement Trends
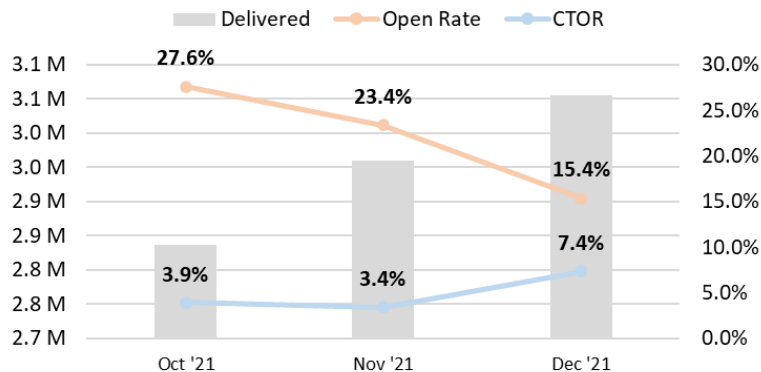
Drive Market Solo Financial Trends

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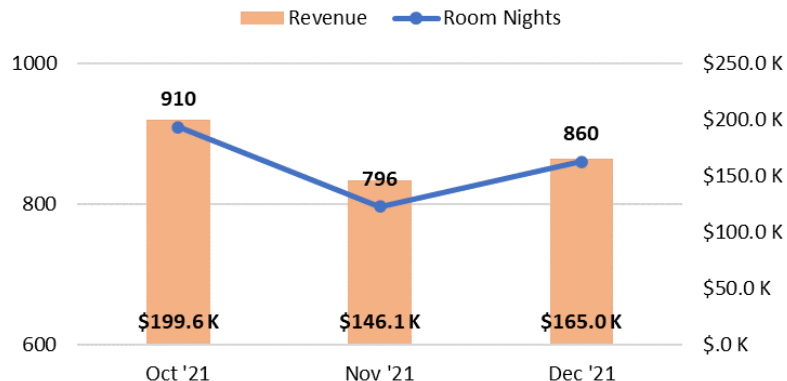
Top Performing Oct '21 Content: Offers, Personalization, Brand Educ.

Hero (Week of Wonders)
#1 most clicked
(all markets)

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

Get to Know Westin®
One of 30 extraordinary brands where Wonder awaits you

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

WESTIN

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

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

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

Now Open: The
Westin® London City
Impressive riverside location and
spectacular views over London's
historic River Thames.

» RESERVE

View in English ›

View in ENG link (ARB only)
Captured strong click activity in
Qatar (26%), Egypt+ (10%), and UAE (8%)

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» حسابي
» البحث والحجز

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

Hero:
Escapes Flash Sale vs. Luxury offer
#1 or 2 most clicked
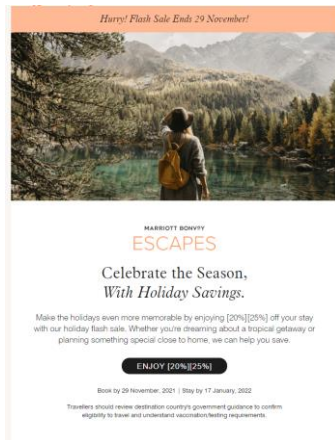
Secondary Content
Competed with hero in several markets

Brand Education
Strong click-catcher
New creative!
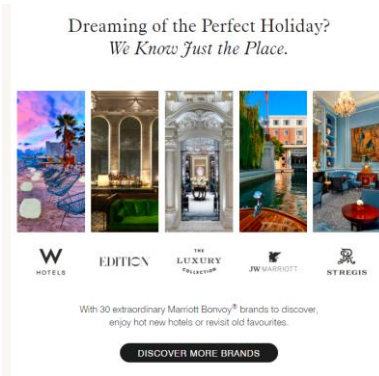
View in ENG link (ARB only)
Captured strong click activity in
Qatar (25%), Egypt+ (17%), and UAE (6%)

Top Performing Dec '21 Content: Hero, Offers, Poll
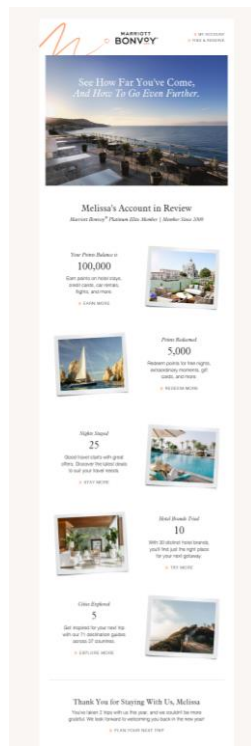
**Hero:
Year-In-Review**
#1 most clicked

Interactive Poll
Strong Engagement

Secondary Destinations
PCIQ Cross Border
More engagement than poll
in several EMEA regions

Poll: What's Your Resort Style, Melissa?

○ 18 Holes of Golf   ○ Beachside Bliss

○ Ski In, Ski Out   ○ Spa Day, Every Day

Travel Safely With Our App
*Enjoy a contactless travel experience with the Marriott Bonvoy® App.
Check-in, make requests, check your points balance and more.*

EXPLORE THE APP / DOWNLOAD THE APP
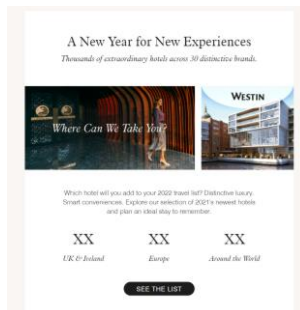
Brand Education
High Click Catcher
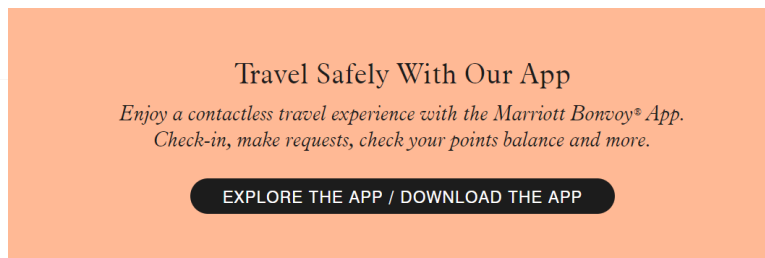
Mobile App Banner
Over 3% of clicks for Russia & Belarus

47% Of Poll Clicks Went To Beachside Bliss

Overall, the poll captured 8% of email clicks (6,847 clicks)

Poll: What's Your Resort Style, Melissa?

○ 18 Holes of Golf   ○ Beachside Bliss

○ Ski In, Ski Out   ○ Spa Day, Every Day

December 2021 Poll Results

Category	Clicks
18 Holes of Golf	1,234
Beachside Bliss	3,216
Ski In, Ski Out	1,199
Spa Day, Every Day	1,198
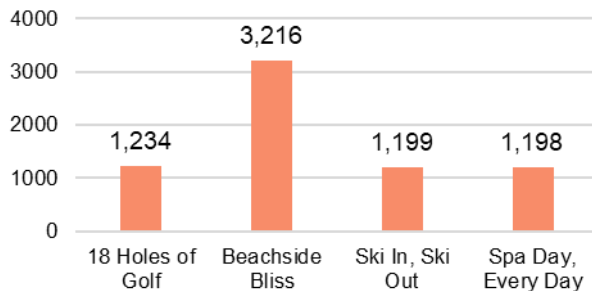
Versions	18 Holes of Golf	Beachside Bliss	Ski In, Ski Out	Spa Day, Every Day
AUSTRIA_GER	11	28	6	5
BELARUS_RUS	0	6	1	2
BENELUX_ENG	48	148	73	31
EGYPTPLUS_ARB	0	5	1	3
EGYPTPLUS_ENG	81	222	74	111
FRANCE_ENG	15	29	9	10
FRANCE_FRE	22	85	19	33
GERMANY_ENG	106	223	81	78
GERMANY_GER	93	193	57	57
ITALY_ENG	15	47	15	15
ITALY_ITA	18	87	24	25
KAZAKHSTAN_RUS	1	6	2	2
QATAR_ENG	20	40	19	15
RUSSIA_ENG	186	233	188	185
RUSSIA_RUS	3	83	24	22
SAUDI_ARABIA_ARB	4	15	1	3
SAUDI_ARABIA_ENG	28	78	33	40
SCANDINAVIA_ENG	152	394	193	154
SOUTH_AFRICA_ENG	35	185	12	45
SPAIN_ENG	14	36	15	13
SPAIN_SPA	19	73	31	25
SWITZER_GER	16	26	13	6
TURKEY_ENG	2	19	8	4
UAE_ARB	0	3	0	2
UAE_ENG	73	281	79	113
UK_ENG	272	671	221	199

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

- Secondary offer had high engagement in several MEA audiences
- Year-in-review most clicked content

Module	AUSTRIA _GER	BELARUS _RUS	BENELUX _ENG	EGYPT+_ ARB	EGYPT+_ ENG	FRANCE_ ENG	FRANCE_ FRE	GERMANY _ENG	GERMANY _GER	ITALY_ ENG	ITALY_ ITA	QATAR_ ARB	QATAR_ ENG
Header	**24.62%**	**20.00%**	**25.76%**	**10.76%**	**30.24%**	**24.39%**	**22.92%**	**20.86%**	**21.68%**	**20.44%**	**18.37%**	**40.95%**	**21.36%**
Year in Review	**36.17%**	**24.44%**	**30.57%**	**51.90%**	**27.68%**	**28.03%**	**33.95%**	**27.61%**	**39.00%**	**28.18%**	**37.46%**	**22.86%**	**25.07%**
Thank You For Staying	0.61%	0.00%	0.21%	0.63%	0.49%	0.40%	0.31%	0.16%	1.07%	0.15%	0.09%	0.00%	0.46%
Hero	35.26%	24.44%	30.06%	50.63%	25.69%	26.68%	33.41%	26.66%	37.47%	27.45%	36.38%	21.90%	23.40%
Poll	**17.02%**	**12.22%**	**16.97%**	**8.23%**	**9.81%**	**10.51%**	**13.99%**	**15.04%**	**17.22%**	**15.33%**	**14.87%**	**8.57%**	**9.84%**
Secondary Offers	**6.69%**	**15.56%**	**7.86%**	**20.89%**	**16.40%**	**11.59%**	**13.29%**	**11.28%**	**7.09%**	**13.87%**	**11.56%**	**21.90%**	**25.07%**
Destinations	6.38%	12.22%	7.19%	20.25%	14.98%	9.70%	10.72%	9.37%	4.99%	12.12%	10.75%	15.24%	21.91%
Holidays Hotel Packages	0.00%	0.00%	0.00%	---	---	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	---	---
NYE Packages in Europe	0.30%	3.33%	0.67%	0.00%	0.00%	1.89%	2.56%	1.91%	2.10%	1.75%	0.81%	0.00%	3.16%
Food & Beverage	0.00%	0.00%	0.00%	0.63%	1.43%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.67%	0.00%
Traveler Article	---	---	**4.55%**	---	**3.07%**	**3.10%**	---	**4.50%**	---	**3.36%**	---	---	**2.88%**
Brand Education	**5.78%**	**7.78%**	**0.93%**	**1.90%**	**1.99%**	**2.96%**	**5.44%**	**4.37%**	**8.16%**	**4.67%**	**6.81%**	**0.00%**	**1.86%**
Mobile App	**0.91%**	**3.33%**	**0.93%**	---	**1.57%**	**0.94%**	**1.09%**	**0.61%**	**0.57%**	**0.73%**	**0.90%**	---	**1.49%**
Footer	**8.81%**	**16.67%**	**12.42%**	**6.33%**	**9.23%**	**18.46%**	**9.32%**	**15.73%**	**6.27%**	**13.43%**	**10.04%**	**5.71%**	**12.44%**
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%**

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

- Destination Offer outperformed Hero in several markets
- Top three order varies between different markets with Year-in-Review taking the #1 spot

Module	RUSSIA_ ENG	RUSSIA_ RUS	SAUDI_ ARABIA_ ARB	SAUDI_ ARABIA_ ENG	SCAND+_ ENG	S.AFRICA _ENG	SPAIN_ ENG	SPAIN_ SPA	SWITZER _GER	TURKEY_ ENG	UAE_ ARB	UAE_ ENG	UK_ ENG
Header	8.96%	21.67%	14.96%	20.45%	29.69%	25.82%	21.95%	23.96%	19.35%	31.88%	14.81%	18.96%	20.15%
Year in Review	13.82%	26.73%	51.09%	26.24%	24.00%	34.93%	29.11%	36.15%	37.47%	31.52%	51.85%	27.57%	31.50%
Thank You For Staying	0.04%	0.10%	1.09%	0.41%	0.25%	0.85%	0.33%	0.16%	0.50%	0.72%	0.00%	0.47%	0.25%
Hero	10.14%	26.11%	48.54%	24.24%	22.55%	33.10%	27.80%	35.19%	36.48%	30.43%	51.85%	25.65%	30.46%
Poll	17.79%	15.07%	10.58%	10.09%	14.43%	12.61%	14.47%	14.01%	17.12%	11.96%	6.48%	13.83%	14.23%
Secondary Offers	25.66%	19.40%	16.42%	23.41%	12.31%	18.63%	11.71%	8.84%	4.96%	14.13%	17.59%	19.59%	9.16%
Destinations	21.87%	16.62%	15.33%	21.82%	10.93%	17.24%	9.76%	6.93%	3.72%	13.77%	17.59%	16.98%	0.00%
Holidays Hotel Packages	0.00%	0.00%	---	---	0.00%	0.00%	0.00%	0.00%	0.00%	---	---	---	7.11%
NYE Packages in Europe	3.79%	2.79%	0.00%	0.00%	1.38%	0.00%	1.95%	1.91%	1.24%	0.00%	0.00%	2.61%	2.05%
Food & Beverage	0.00%	0.00%	1.09%	1.60%	0.00%	1.38%	0.00%	0.00%	0.00%	0.36%	0.00%	0.00%	0.00%
Traveler Article	3.99%	---	---	3.15%	3.28%	3.25%	3.58%	---	---	2.17%	---	3.51%	3.75%
Brand Education	11.47%	6.30%	1.46%	2.28%	1.98%	0.61%	5.53%	5.41%	7.44%	2.90%	1.85%	3.20%	4.77%
Mobile App	3.33%	3.41%	---	1.92%	0.73%	1.02%	0.33%	1.35%	1.49%	0.00%	---	1.40%	1.25%
Footer	14.98%	7.43%	5.47%	12.46%	13.59%	3.13%	13.33%	10.27%	12.16%	5.43%	7.41%	11.94%	15.19%
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%

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

- Year-in-review most clicked content for most markets
- High engagement with secondary offers and poll as well

Module	AUSTRIA_ GER	BELARUS_ RUS	BENELUX_ ENG	EGYPT+_ ENG	FRANCE_ ENG	FRANCE_ FRE	GERMANY_ ENG	GERMANY_ GER	ITALY_ ITA	QATAR_ ENG
Header	25.00%	12.50%	2.86%	25.46%	15.38%	13.33%	11.01%	25.45%	0.00%	18.27%
Year in Review	18.75%	18.75%	25.71%	19.13%	7.69%	26.67%	14.78%	7.27%	29.79%	20.19%
Hero	18.75%	18.75%	25.71%	18.47%	7.69%	26.67%	11.01%	7.27%	27.66%	20.19%
Thank You For Staying	0.00%	0.00%	0.00%	0.67%	0.00%	0.00%	3.77%	0.00%	2.13%	0.00%
Poll	6.25%	18.75%	5.71%	11.48%	0.00%	0.00%	5.80%	21.82%	27.66%	9.62%
Secondary Offers	18.75%	6.25%	20.00%	18.97%	7.69%	13.33%	12.75%	12.73%	25.53%	25.00%
Destinations	18.75%	6.25%	17.14%	16.81%	7.69%	6.67%	8.12%	9.09%	21.28%	21.15%
Holidays Hotel Packages	0.00%	0.00%	---	---	0.00%	0.00%	0.00%	0.00%	0.00%	---
NYE Packages in Europe	0.00%	0.00%	2.86%	0.00%	0.00%	6.67%	4.64%	3.64%	4.26%	3.85%
Food & Beverage	0.00%	0.00%	0.00%	2.16%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Traveler Article	---	---	2.86%	3.16%	0.00%	---	1.45%	---	---	2.88%
Brand Education	6.25%	0.00%	2.86%	4.33%	0.00%	26.67%	1.45%	1.82%	4.26%	6.73%
Mobile App	6.25%	0.00%	0.00%	0.83%	0.00%	0.00%	0.29%	1.82%	4.26%	1.92%
Footer	18.75%	43.75%	40.00%	16.64%	69.23%	20.00%	52.46%	29.09%	8.51%	15.38%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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

- Secondary offer continues to outperform several markets for non-members
- High engagement again with poll and secondary offer

Module	RUSSIA_ ENG	RUSSIA_ RUS	SAUDI_ ARABIA_ ARB	SCAND+_ ENG	S.AFRICA_ ENG	SPAIN_ ENG	SWITZER_ GER	UAE_ ENG	UK_ ENG
Header	7.35%	10.71%	0.00%	15.24%	16.67%	0.00%	0.00%	23.66%	13.79%
Year in Review	19.12%	32.14%	100.00%	22.07%	16.67%	50.00%	25.00%	24.43%	30.17%
Hero	15.44%	32.14%	100.00%	18.91%	16.67%	50.00%	25.00%	23.66%	27.59%
Thank You For Staying	3.68%	0.00%	0.00%	3.15%	0.00%	0.00%	0.00%	0.76%	2.59%
Poll	17.65%	10.71%	0.00%	11.56%	11.11%	0.00%	25.00%	11.45%	9.48%
Secondary Offers	26.47%	17.86%	0.00%	17.69%	33.33%	0.00%	0.00%	14.50%	5.17%
Destinations	22.79%	14.29%	0.00%	14.36%	33.33%	0.00%	0.00%	13.74%	0.00%
Holidays Hotel Packages	0.00%	0.00%	---	0.00%	0.00%	0.00%	0.00%	---	2.59%
NYE Packages in Europe	3.68%	3.57%	0.00%	3.33%	0.00%	0.00%	0.00%	0.76%	2.59%
Food & Beverage	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Traveler Article	3.68%	---	---	3.50%	0.00%	50.00%	---	3.05%	3.45%
Brand Education	9.56%	10.71%	0.00%	3.85%	5.56%	0.00%	0.00%	6.11%	6.03%
Mobile App	2.94%	0.00%	---	1.23%	0.00%	0.00%	0.00%	0.76%	0.00%
Footer	13.24%	17.86%	0.00%	24.87%	16.67%	0.00%	50.00%	16.03%	31.90%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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Middle Tier Lux Stayers Most Engaged

- Above average Open and CTOR Min 1Lux Stayer and Lux Redeemer segments
- Highest Revenue per delivered within Min 1Lux Stayer group
  - **Opportunities: Lux Redeemer and Min. 1Lux Stayer highly engaged with Drive market solo content, Everyone Else and All Lux Stayer groups may represent an opportunity to test content against these segments**

Drive Market Solo (Dec '21)	All Lux Stayer	Min. 1Lux Stayer	Lux Redeemer	Everyone Else	Total
Delivered	438,729	394,136	42,167	7,977,047	8,852,079
Open Rate	20.5%	26.8%	32.2%	21.8%	22.0%
CTOR	4.1%	9.2%	11.8%	4.3%	4.6%
CTR	0.8%	2.5%	3.8%	0.9%	1.0%
Unsub%	4.8%	7.0%	7.0%	5.1%	5.2%
Bookings	21	172	18	602	813
Room Nts.	82	481	37	1,966	2,566
Revenue	$26,179	$99,465	$4,008	$381,022	$510,674
Rev/Del.	$0.06	$0.25	$0.10	$0.05	$0.06

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Performance Insights for Drive Solo in Q4

1. Hero module for YIR drove more click activity YoY from additional CTAs; continue approach next year

2. Continue using mobile app orange stretchy band module to drive clicks to content; test placement and link to those with upcoming trips to increase activity

3. Continue cross border PCIQ optimization as module engagement was stronger in Dec; look for ways to refresh content by varying creative or expand content options from 4 to 6

4. New openings content was a consistent click catcher in Brand Education module; continue looking for ways to promote properties and test different creatives to keep content fresh

5. Leverage 5-pack module for other content options; module consistent draws click activity (for example, road trip ideas, destinations, all-inclusive, resorts)

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Monthly Account Update
(MAU)

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October '21

November '21

December '21

Q4 Seasonal Decline and Travel Restrictions

	Q4 2021	QoQ
Delivered	8.1 M	+5.9%
Opens	1.8 M	+4.7%
Open Rate	22.7%	-0.3 pts.
Clicks	91.4 K	-16.1%
CTR	1.1%	-0.3 pts.
Bookings	751	-5.6%
Room Nts.	2.2 K	-1.2%
Revenue	$428.9 K	-1.9%

- Several KPI's remained consistent across Q4 with increase in Open Rate MoM

- December did not lead with an offer impacting revenue and bookings

- **Q4 financials driven by:**
  - Global Promotion in Oct + Nov
  - Regional Offers

MAU Q4 2021 Engagement Trends

MAU Q4 2021 Financial Trends
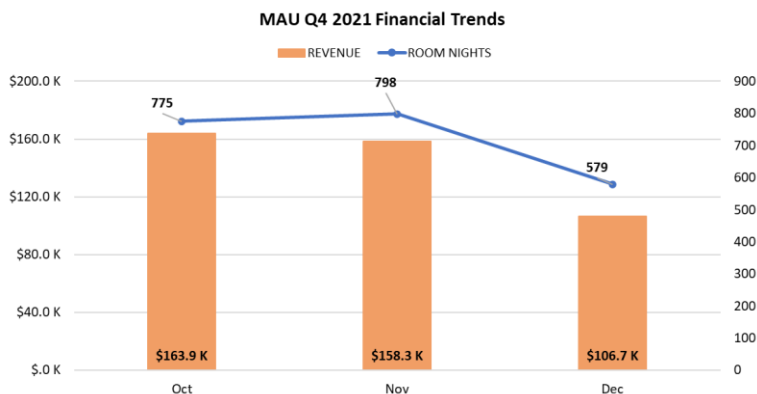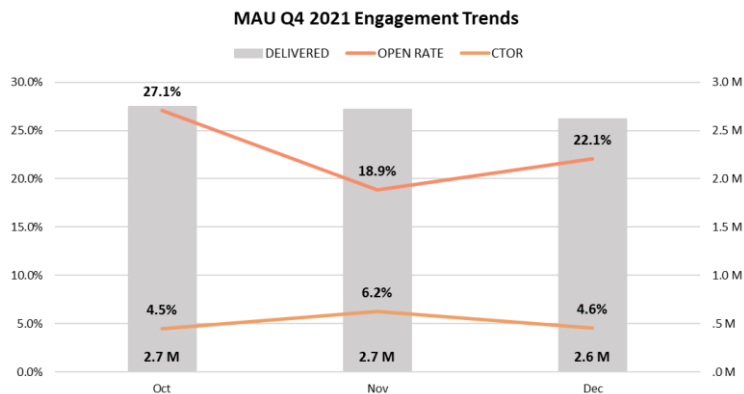
Top Performing MAU Content: Q4 2021

- Global Promo hero modules in Oct and Nov drove more engagement compared to non-offer Dec hero
  - Consider elevating regional offers during non-promo times

- Leisure Destinations module used PCIQ technology to optimize images was 2nd most clicked in all versions
  - Continue targeting for EMEA region to increase relevancy
  - Consider switching to cross border destinations to refresh content

- All-Inclusive module in Oct was among the top 5 most clicked modules in Q4

- Regional offers (Stay Longer and Family offer) continued to drive clicks & revenue all Q4 months
  - Oct Stay Longer offer competed with hero in driving revenue
  - Consistent engagement across all regions
  - Revisit testing more prominent module creative and/or in hero
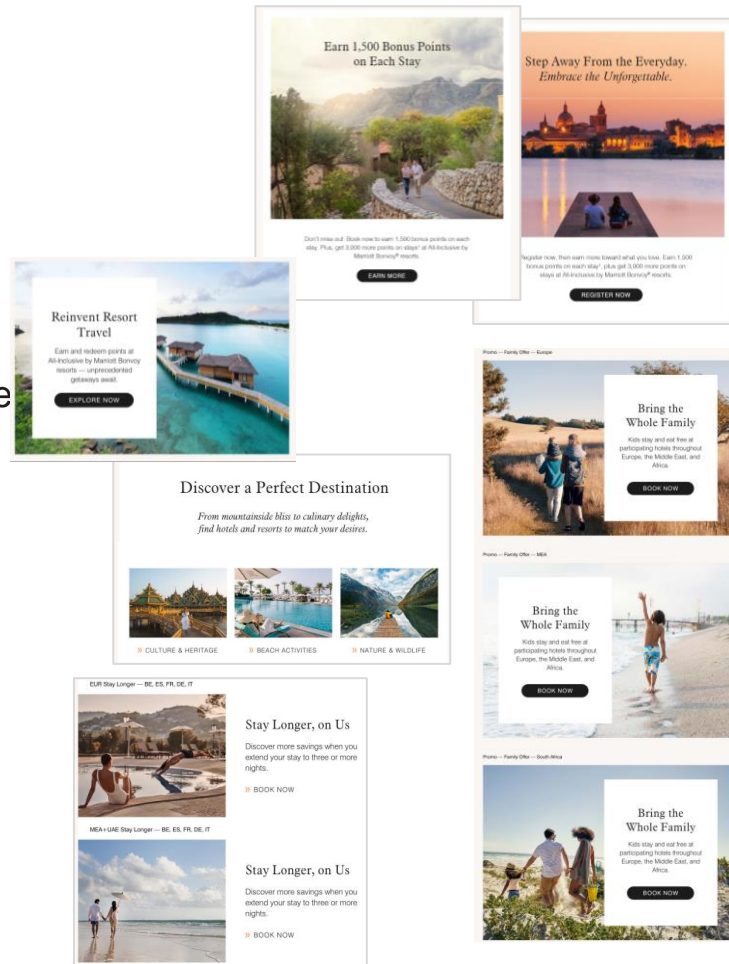
LUX MAU CREATIVE:
December
EXAMPLE OF MEMBER VERSION

Subject Line:

- SL 1: [Fname's][Your]Account Update: 6 Iconic Destinations to Celebrate the New Year

- SL 2: [Fname's][Your]Account Update: New Year's Plans, Maldives Getaways, and Last-Minute Holiday Shopping

- SL 3: [Fname's][Your]Account Update: 6 Iconic Brands in 6 Iconic Destinations

Pre-Header:

Plus, 3 ways to experience the beauty and tranquility of the Maldives
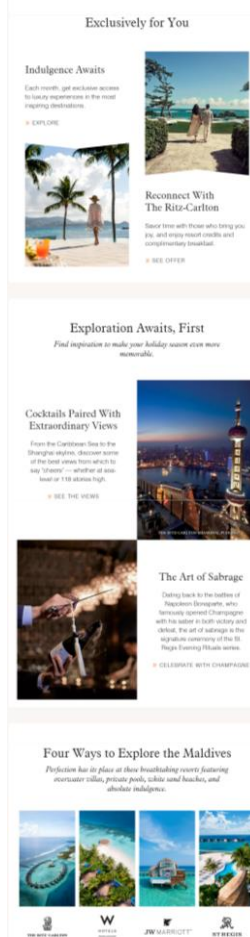
or written consent of Marriott.

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Launched Lux MAU Q4
EMEA Engagement

392.9 K Delivered	25.7% Open Rate	6.5% CTOR
1.7% CTR	$80.8 K Revenue	

Region	Delivered	Open Rate	CTR	CTOR	Revenue
Europe	200.6 K	29.6%	2.35%	7.9%	$52.1 K
MEA	192.3 K	21.7%	0.96%	4.4%	$28.7 K
Total	**392.9 K**	**25.7%**	**1.67%**	**6.5%**	**$80.8 K**

EMEA Q3 Average:
- Open rate: 33.9%
- CTR: 2.65%
- CTOR: 7.8%
- Unsub. Rate: 0.15%

Observations:

- Overall engagement above EMEA monthly average

- First full quarter of Apple iOS update impact on open and CTO rates; Apple opens not included in open counts

- Shifting engagement focus to click rates and audience heath to monitor engagement trends

- Unsub rate impacted by recent data issues, so excluded from reporting

Lux MAU December
EMEA Engagement

124.0 K	23.9%	6.8%
Delivered	Open Rate	CTOR

1.6%	$12.6 K
CTR	Revenue

Region	Delivered	Open Rate	CTR	CTOR	Revenue
Europe	62.5 K	27.2%	2.29%	8.4%	$3.7 K
MEA	61.5 K	20.5%	0.93%	4.6%	$8.8 K
Total	124.0 K	23.9%	1.62%	6.8%	$12.6 K

EMEA Nov '21 Average:
- Open rate: 27.3%
- CTR: 1.7%
- CTOR: 6.3%
- Unsub. Rate: ----

Observations:

- Europe engagement continues to trend higher than Core MAU
- High CTOR and Open Rate

Opportunity: Expand geo-targeted content to increase relevancy; leverage content learnings from Drive Solo to help lift engagement

*(ex. featured locations, geo-targeting subject lines or pre-headers)*

METT Emails

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Q4 METT Performance Summary

- Decline in Revenue concentrated in Europe Region, MEA remained flat from November to December
- Room nights up for Middle East but down with Revenue for Europe

	Q4 2021	QoQ
Delivered	3.7 M	+9.3%
Opens	503.7 K	-19.8%
Open Rate	13.7%	-4.9 pts.
Clicks	30.4 K	-21.3%
CTR	0.83%	-0.3 pts.
CTOR	6.0%	-0.1 pts.
Bookings	192	-46.7%
Room Nts.	574	-44.8%
Revenue	$105.8 K	-51.6%

METT Q4 2021 Engagement Trends

DELIVERED · OPEN RATE · CTOR

- Oct: Open Rate 14.7%, CTOR 6.0%, Delivered 1.3 M
- Nov: Open Rate 14.8%, CTOR 5.0%, Delivered 1.2 M
- Dec: Open Rate 11.5%, CTOR 7.2%, Delivered 1.3 M

METT Q4 2021 Financial Trends

REVENUE · ROOM NIGHTS

- Oct: Room Nights 232, Revenue $48.6 K
- Nov: Room Nights 211, Revenue $39.1 K
- Dec: Room Nights 139, Revenue $19.5 K

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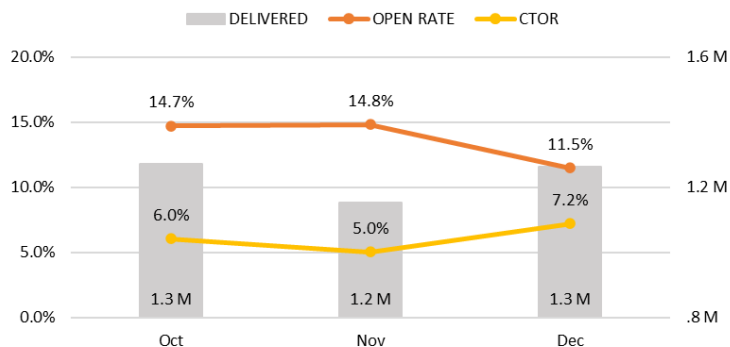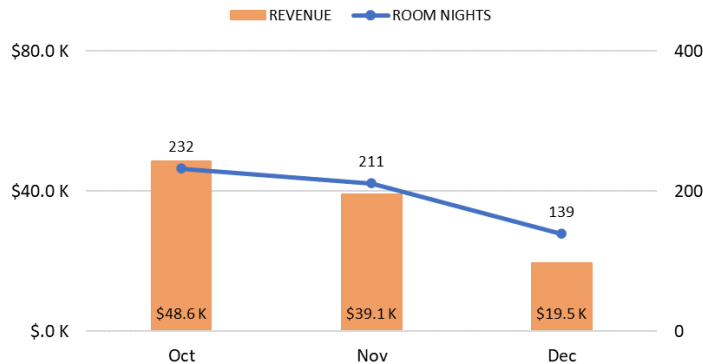
Top 10 METT Revenue drivers

- Highest Revenue in Q4 came from October EMEA Western Europe METT
- Strong CTOR from October Week of wonders resulting in high revenue numbers
  - Second highest CTOR after South Africa Summer offers

Month	Description	Delivered	Open Rate	CTOR	Unsub Rate	Bookings	Revenue
October	EMEA_WesternEurope_Vienna_1Oct_DE	29.5 K	26.9%	5.3%	0.45%	8	$12.8 K
November	EMEA_UAE_Expo2020_26Nov_All_EN	39.5 K	14.5%	2.3%	0.15%	5	$6.7 K
October	EMEA_SouthAfrica_Destinations_1Oct_EN	98.0 K	12.5%	4.3%	0.23%	10	$6.4 K
October	EMEA_Loyalty_WoWMoments_Members_22Oct_EN	52.6 K	19.1%	8.1%	14.57%	8	$5.9 K
November	EMEA_Spain&Portugal_AutumnCmpgn_Nov19_DE	81.6 K	20.9%	7.9%	0.18%	7	$5.6 K
November	EMEA_UAE_HotelOffers_Members_19Nov_EN	86.1 K	8.8%	6.1%	0.08%	6	$5.2 K
October	EMEA_Paris_StayLonger_22Oct_FR	66.3 K	16.8%	7.6%	10.34%	5	$4.8 K
October	EMEA_SH_Transformation_OCT22_EN	98.1 K	17.2%	4.5%	11.91%	4	$4.0 K
November	EMEA_FestiveDays_Poland_26Nov_ENG	96.0 K	15.0%	3.1%	0.12%	9	$3.7 K
December	EMEA_SouthAfrica_SummerOffers_10Dec_All_EN	56.6 K	9.0%	17.1%	0.10%	12	$3.7 K
Top Performing Total		704.4 K				74	$58.8 K
% of Total (Q4 2021 METTs)		11%				37%	55%

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Top Performing METTs: December 2021

(Highest Open & CTO Rates)
EMEA_WHotels_Algarve&Italy_24 Dec_EN

Subject Line: Introducing two new W Hotels in Italy and Portugal

(Strongest Engagement)
EMEA_Spain&Portugal_FestiveSeason_Dec3_ES

Subject Line:Celebrate unforgettable Christmas parties (translated)

(High CTOR)
EMEA_UAE_HotelOffers_all_10 Dec_EN

Subject Line: December Offers in the UAE

(Most Revenue)
EMEA_SouthAfrica_SummerOffers_10Dec_All_EN

Subject Line: Summer Is Here

Dec 2021 METT Performance Summary

- Overall December engagement positive; low open rate for MEA regions impacting overall open rate

- Best performing METT campaigns include:
  - Hotels Italy
  - New Years Eve UK
  - Spain & Portugal Festive Season

Email Description	Delivered	Open Rate	CTOR	Unsub Rate
December 2021 Total	**1.3 M**	**11.5%**	**7.2%**	**0.15%**
MoM Comparison	**+9.6%**	**-3.3 pts.**	**+2.2%**	**-3.3 pts**
Campaign Level Engagement				
EMEA_SouthAfrica_SummerOffers_10Dec_All_EN	56.6 K	9.0%	17.1%	0.10%
EMEA_UAE_HotelOffers_all_10Dec_EN	97.4 K	8.3%	8.3%	0.06%
EMEA_UAE_HotelOffersINT_all_24Dec_EN	91.3 K	8.3%	8.3%	0.07%
EMEA_Qatar_HotelOffers_3Dec_All_EN	74.6 K	8.6%	8.2%	0.12%
EMEA_WEM_FestiveOffer_10Dec_EN	97.2 K	13.0%	4.3%	0.25%
EMEA_TelAviv_TLVLC_Dec3_EN	46.0 K	10.8%	20.1%	0.21%
EMEA_WHotels_Algarve&Italy_24Dec_EN	92.3 K	14.8%	9.6%	0.26%
EMEA_UK_FestiveAfternoonTea_Dec10_EN	67.0 K	13.0%	6.5%	0.10%
EMEA_UK_NewYear'sEveUK_Dec3_EN	90.8 K	13.1%	5.0%	0.12%
EMEA_SSA_DemandGen_10Dec_ALL_EN	80.6 K	7.9%	7.1%	0.06%
EMEA_Spain&Portugal_FestiveSeason_Dec10_EN	98.2 K	12.4%	3.4%	0.12%
EMEA_GLTP_Oman_Turkey_HotelOffers_All_Dec24_EN	96.5 K	12.5%	4.7%	0.24%
EMEA_Spain&Portugal_FestiveSeason_Dec3_ES	56.0 K	13.2%	12.0%	0.16%
EMEA_LM_LA FETE_DEC3_EN	83.6 K	13.5%	4.8%	0.21%
EMEA_UAEInt_HotelOffers_10Dec_All_EN	57.2 K	10.9%	3.7%	0.11%
EMEA_JW_Turkey_Qatar_Dec10_EN	17.0 K	12.6%	9.3%	0.05%
EMEA_Italty&Malta_NYESeason_Dec10_EN	61.7 K	13.8%	5.6%	0.24%

METT Revenue Decline Concentrated in Europe

- 100% of Revenue for top 5 campaigns went to EMEA
- 90% of December METT revenue was to EMEA Hotels
- Monthly METT offer content drove monthly revenue numbers

Total Revenue by Region

$421.24 $204.00
$1,165.00
$5,138.19
$5,784.84
$6,032.19

- Middle East
- Africa
- Europe
- US East
- Greater China
- US West
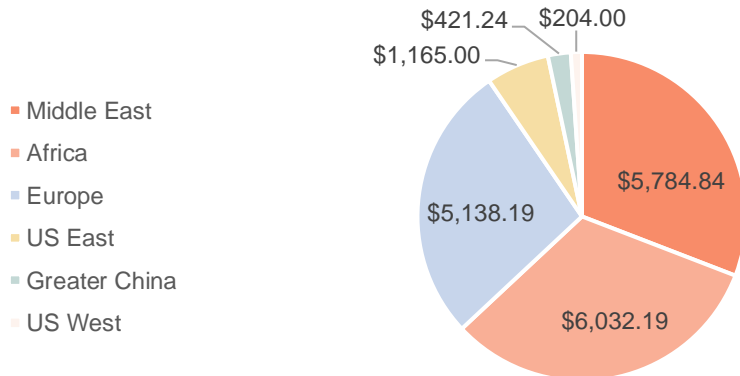
Top 5 Campaigns	Revenue	% to EMEA
EMEA_SouthAfrica_SummerOffers_10Dec_All_EN	$3,712	100%
EMEA_UAE_HotelOffers_all_10Dec_EN	$2,183	100%
EMEA_UAE_HotelOffersINT_all_24Dec_EN	$1,587	100%
EMEA_Qatar_HotelOffers_3Dec_All_EN	$1,501	100%
EMEA_WEM_FestiveOffer_10Dec_EN	$1,369	100%
Top 5 Total	**$10,353**	

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Testing & Optimization

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Established 2022 Learning Roadmap and Agenda

EMEA 2022 Learning Roadmap: Monthly Drive Market Solos			
Q1 2022	**Q2 2022**	**Q3 2022**	**Q4 2022**
Email Performance - Explore Epsilon widget roadmap for additional global capabilities - Optimize luxury segment engagement - Use PCIQ subject line to optimize - Explore trigger campgin/retargeting capabilities	- Leverage Epsilon widgets to increase engagement - Optimize luxury segment engagement - Use PCIQ subject line to optimize	- Leverage Epsilon widgets to increase engagement - Optimize luxury segment engagement - Use PCIQ subject line to optimize - Plan to test trigger campaign	- Leverage Epsilon widgets to increase engagement - Optimize luxury segment engagement - Use PCIQ subject line to optimize
Personalization - 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	- 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	- Test versioning content for luxury segments - Test using poll results for 1:1 personalization - Continue PCIQ cross-border optimiization - Continue member module testing (lite version vs point balance)	- Test versioning content for luxury segments - Test presenting content based on poll results - Continue PCIQ cross-border optimiization
Content - Test creative treatments cross border content - Introduce in-language Traveler content - Test headlines, copy and CTAs for point earning messages - Test poll placement	- Test headlines, copy and CTAs for point earning messages - Test into regular offers CTA/module to increase clicks & bookings	- Test creative treatments for mobile app CTA - Test headlines, copy and CTAs for point earning messages - Test placement of personalized poll results	- Test headlines, copy and CTAs for point earning messages - Test creative treatments for member module - Test placement of personalized poll results
New Member Enrollment - Submit request for additional enrollment code (METTS)	- Test point earning messages for non-members - Test creative and/or copy for enrollment message - Implement METT tracking code	- Test creative and/or copy for enrollment message - Test point earning messages for non-members	- 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

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PCIQ Subject Line Performance Results

Initial observations:
- Personalization continues to perform strongly compared to impersonalized SL
- Non-Lux audience engaged highest with offer SL
- 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%
Aug	Are you ready for one last summer getaway and 15% off?	26.3%
	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 Non-Lux	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%
	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%

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UK vs UAE Segment

DeploymentDate_M	Segment	UniqueOpenCount	DeliveredCount	Unique_Open_Rate
	UAE	78,630	322,722	24.36%
6/9/2021	UK	162,279	595,484	27.25%
	UAE	85,933	331,603	25.91%
8/4/2021	UK	165,256	588,748	28.07%
9/20/2021	ENG	717,064	2,611,340	27.46%
10/11/2021	ENG	664,673	2,545,169	26.12%
	LUX	66,361	268,508	24.71%
11/23/2021	NON_LUX	510,523	2,318,203	22.02%

- 1. During June and August 2021, UK has performed better than UAE in terms of Open Rate.
- 2. LUX segment has performed better in Nov-21.

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PCIQ Leisure Destinations Performance Results
(Core MAU)
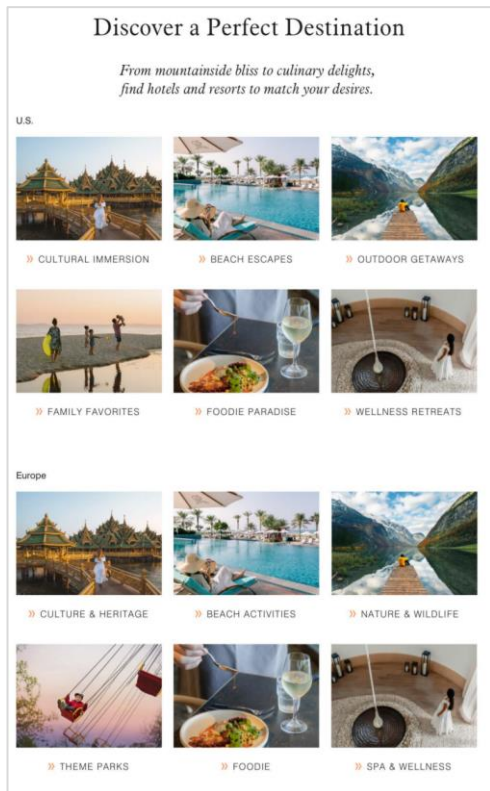
Initial observations:

- Reporting combines U.S. and Europe results; separate segments needed for individual tracking

- Category click rates varied across months; this could be affecting the recommendations, as the model used historical data for predictions

- Click rates seem to be more driven by the content (images/texts etc) than the category itself

- Partnering with Epsilon on next steps and future optimization efforts

DeploymentDate_M	Model	Overall Unique Click Rate	Unique Click Rate for each category					
			BEACH	CULTURE	FOODIE	NATURE	THEME PKS.	WELLNESS
11/19/2021	ML1	5.500%	5.5%	5.4%	5.5%	5.7%	5.7%	5.5%
	Random	5.538%	5.5%	5.6%	5.6%	5.5%	5.6%	5.5%
	Lift	-0.69%	0.00%	-2.72%	-1.21%	3.69%	0.93%	-0.26%
12/17/2021	ML1	5.065%	5.06%	5.23%	5.06%	5.02%	5.18%	5.03%
	Random	5.052%	5.02%	4.98%	5.17%	5.10%	4.99%	5.06%
	Lift	0.26%	0.80%	4.95%	-2.15%	-1.45%	3.74%	-0.49%
12/17/2021	ML3	5.046%	5.05%	4.99%	5.07%	5.00%	4.85%	5.09%
	Random	5.052%	5.02%	4.98%	5.17%	5.10%	4.99%	5.06%
	Lift	-0.11%	0.56%	0.20%	-1.79%	-1.88%	-2.69%	0.55%

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Actionable Insights

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Q4 Actionable Insights

- Continue to include personalized subject lines as they consistently performed the best in open activity

- Consider leading with regional offers in MAU emails

- Expand PCIQ optimization to content modules; destinations content in drive market solos consistently in the top 3 most clicked modules

- Member point earning and redemption activity increased in Q4 compared to October; continue efforts to drive point activity in solos

- Expand geo-targeted content to increase relevancy in Lux MAU; leverage content learnings from Drive Solo to help lift engagement

- Plan to continue YIR for 2022 in drive market solos; brainstorm opportunities to highlight significant milestones for members to drive point activity

- Continue to try new creative treatments and messaging in email communications as they are driving app downloads

- Min1 Lux Stay and Lux Redeemer segments are highly engaged with solo content, recommend further testing of targeted content to select luxury segments

- Polls continue to engage email audiences; plans are in place for ongoing placements in 2022 and leveraging feedback for personalized content

- Continue to test creative for 5-pack, brand education, and new openings which were strong performers in Q4; look for opportunities in future mailings

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Thank you!

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Dec 2021 Emailable Audience Growth +6.5% vs April

Dec '21 Counts	Members	vs Apr '21	Non-Members	vs Apr '21
Africa	395,851	+12.7%	39,432	-1.6%
Europe	1,509,580	+0.8%	69,677	-5.9%
Middle East	981,255	+16.7%	55,925	-7.7%

Regions	Apr '21	Dec '21	Change
Africa	391,344	435,283	+11.2%
Europe	1,571,499	1,579,257	+0.5%
Middle East	901,482	1,037,180	+15.1%
EMEA Total	**2,864,325**	**3,051,720**	**+6.5%**
All Others			
Antarctica	181	177	-2.2%
Asia	2,967,270	3,459,145	+16.6%
Australia	611,345	1,185,071	+93.8%
Canada	1,179,555	581,159	-50.7%
Caribbean Islands	87,178	101,256	+16.1%
Central America	485,201	549,194	+13.2%
Pacific Islands	141,802	145,078	+2.3%
South America	468,903	536,778	+14.5%
United States	24,000,091	26,592,757	+10.8%
All Regions Total	**32,805,851**	**36,297,095**	**+10.6%**

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Email Marketing Benchmarks

Travel, Hospitality and Leisure Industry Standard KPIs
Source: Campaign Monitor

20.2% Open Rate	**1.4%** CTR	**8.7%** CTOR	**0.2%** Unsub Rate

Industry Standard KPIs by Continent
Source: Get Response

Europe
Open rate: 21.75%
CTR: 2.64%
CTOR: 12.13%
Unsub rate: 0.15%

Africa
Open rate: 21.84%
CTR: 1.4%
CTOR: 5.03%
Unsub rate: 0.10%

Asia
Open rate: 16.65%
CTR: 1.85%
CTOR: 11.08%
Unsub rate: 0.08%

2021 Global Benchmark Stats

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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**

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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**

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Learning Agenda: Content

Business Objectives	Key Questions	Test/Optimization Opportunity
- Activate, educate and grow program loyalty	- How do recipients engage with content?	**- 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?	**- Test poll placement** **- Test placement of personalized poll results**
- Drive mobile app downloads	- What content engages readers more and drives ongoing readership?	**- 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**

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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

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