CALA Monthly Email Review
January & February 2022

25 March 2022

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JW MARRIOTT LOS CABOS BEACH RESORT & SPA, MEXICO

Meeting Agenda

1. Key Storylines
2. Performance Summary
3. Campaign Engagement
   - Destination Solo
   - METT

4. Testing & Optimization
5. Actionable Insights
6. Next Steps

Key Storylines

- January 2022 CTR & revenue metrics higher MoM driven by increase in engagement and all financial metrics

- January overall revenue up, Destination solo increased MoM with 38% of total delivery volume
  - Significant increase in local (in language) market campaigns as well as Mexico English
  - 54% of revenue came from hero offer
  - L2B and L3 accounted for 62% of all revenue

- January METT revenue up 32% MoM
  - CALA Luxury and Los Cabos METT accounted for 89% of total revenue

- Several key campaigns resumed in February which contributed to higher engagement metrics and financials
  - February Solo Engagement and Revenue up significantly MoM

- February METT delivery count increase and overall click activity led to monthly revenue being up 90% MoM

- Testing Personalized SL with PCIQ with several different language versions
  - Personalized subject lines with first name at the beginning proving most effective with higher open rates

- Mexico US with Spanish Language performed below campaign average for engagement and revenue in both January and February

Monthly Performance Summary

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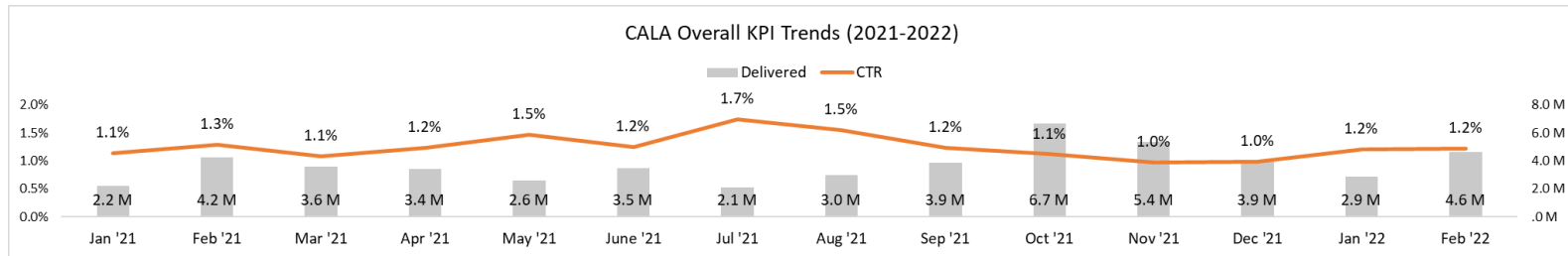# January and February revenue up with higher engagement MoM

- Fewer mailings in January compared to other months led to decrease in engagement vs average
- Jan Core MAU and Destination Solo accounted for 80% of total revenue leading to higher MoM revenue vs Dec.
- Feb Points promo, escapes, and global promotion announcement led to increased mailings and engagement
- February Core Mau, METT and Solo revenue drove overall increases in financials (89% of total monthly revenue)

Engagement	Jan '22	vs. Avg	Feb '22	vs. Avg	MoM
Delivered	2.9M	-22.6%	4.6M	+23.9%	+60.1%
Open Rate	21.1%	-5.2 pts.	21.1	-5.2 pts.	-0.03 pts.
CTR	1.2%	-0.01 pts.	1.2	+0.01 pts.	+0.02 pts..
CTOR	5.7%	+1.1 pts.	5.8	+1.2 pts.	+0.1 pts.
Clicks	34,440	-23.1%	56,195	+25.4%	+63.2%
Unsub Rate	0.21%	+0.01 pts.	0.23%	+0.03 pts.	+0.02 pts.

Financials	Jan '22	vs. Avg	Feb '22	vs. Avg	MoM
Bookings	263	-26.1%	507	+42.4%	+92.8%
Room Nights	803	-32.8%	1.5 K	+26.0%	+87.4%
Revenue	$178K	-8.3%	$309.3	+59.4%	+73.8%
Conversion	0.04%	+0.01 pts.	0.05%	+0.02 pts.	+0.01 pts.
BPK	0.09	-0.44 pts.	0.11	+1.4 pts.	+1.9 pts.

CALA 12-Month Average = Jan '21 – Dec '21
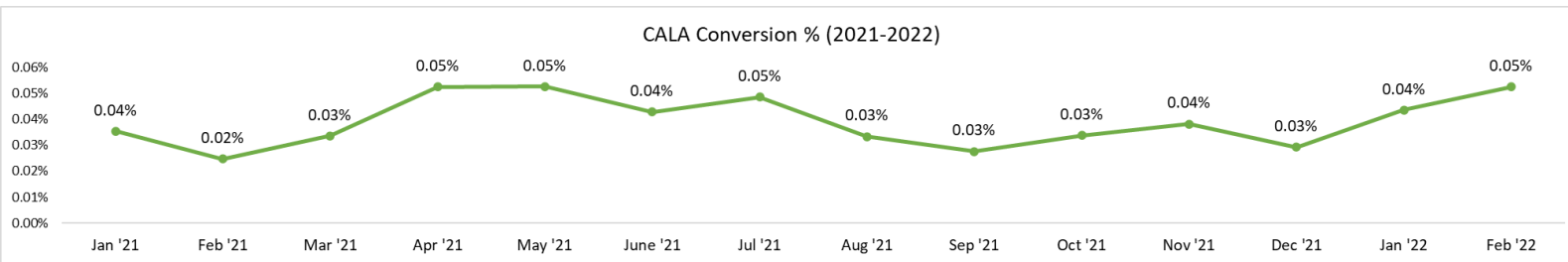Financial data source: Omniture 7-day cookie

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January Engagement and Revenue up MoM

CALA Overall KPI Trends (2021-2022)

Legend: Delivered (bars), CTR (line)

	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	Jul '21	Aug '21	Sep '21	Oct '21	Nov '21	Dec '21	Jan '22	Feb '22
CTR	1.1%	1.3%	1.1%	1.2%	1.5%	1.2%	1.7%	1.5%	1.2%	1.1%	1.0%	1.0%	1.2%	1.2%
Delivered	2.2 M	4.2 M	3.6 M	3.4 M	2.6 M	3.5 M	2.1 M	3.0 M	3.9 M	6.7 M	5.4 M	3.9 M	2.9 M	4.6 M

CTR for Jan & Feb were up vs Q4 lows

CALA Overall Financial Trends (2021-2022)

Legend: Revenue (bars), Bookings (line)

	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	Jul '21	Aug '21	Sep '21	Oct '21	Nov '21	Dec '21	Jan '22	Feb '22
Bookings	213	275	323	486	376	405	298	295	309	592	443	256	263	507
Revenue	$112,498	$129,870	$192,942	$307,241	$195,456	$274,072	$177,378	$139,585	$174,118	$287,599	$197,777	$140,356	$177,901	$309,277
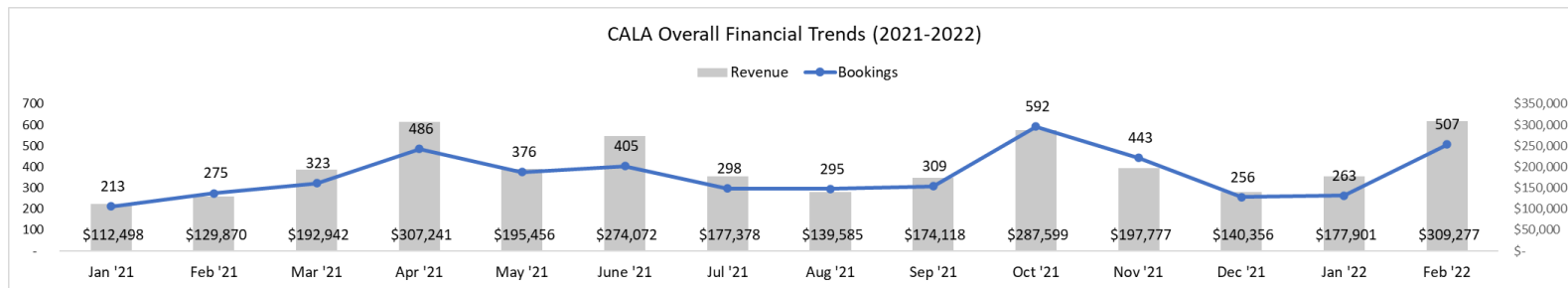
Strong financial performance from Feb Core MAU, Solo and METT contributed to revenue increase

CALA Conversion % (2021-2022)

	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	Jul '21	Aug '21	Sep '21	Oct '21	Nov '21	Dec '21	Jan '22	Feb '22
Conversion %	0.04%	0.02%	0.03%	0.05%	0.05%	0.04%	0.05%	0.03%	0.03%	0.03%	0.04%	0.03%	0.04%	0.05%

Strong conversion rate mirrored financial gains

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Positive unsub rate trend going into 2022

Unsub rate remains consistent MoM with increased deliveries indicating strong audience health

CALA Unsub Rate (2021-2022)

Month	Rate
Jan '21	0.21%
Feb '21	0.19%
Mar '21	0.19%
Apr '21	0.18%
May '21	0.17%
June '21	0.19%
Jul '21	0.18%
Aug '21	0.20%
Sep '21	0.24%
Dec '21	0.23%
Jan '22	0.21%
Feb '22	0.23%
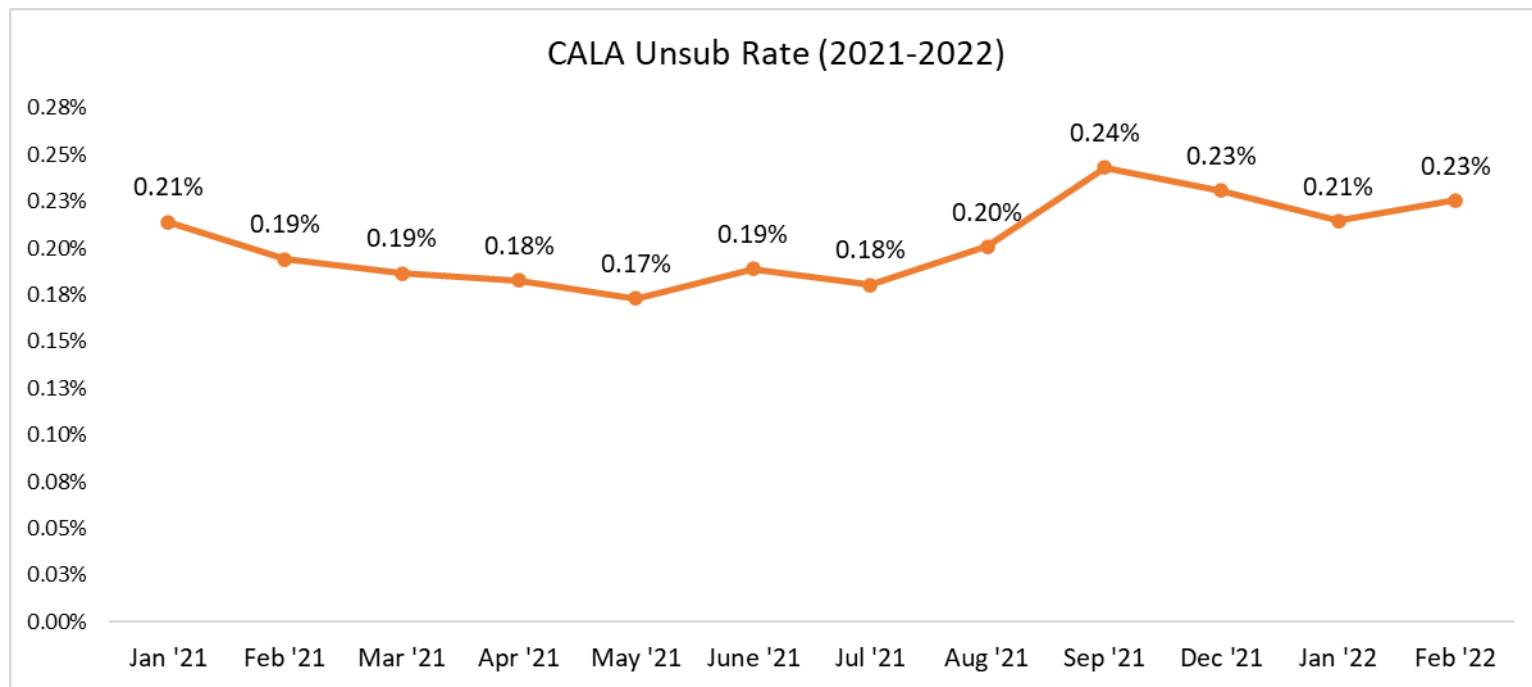
October and November data missing due to issues with unsub data

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Proposed 2022 Email Channel Goals

- Most goals remained flat YoY, while others adjusted to account for industry changes
- Open rates decreased to account for Apple iOS impact; update if able to track non-Apple opens
- Assumptions to goal setting include potential changes to travel patterns from any economic unease, as well as the prospect of return to normalcy with reduced Covid cases

Destinations Solo Goals

Primary:

- **CTR = 1.0%** *(Flat YoY)*

Secondary:

- Open rate = 24.0% *(-2 pts. YoY)*
- CTOR = 3.5% *(flat YoY)*

METT Goals

Primary:

- **CTR = 1.0%** *(Flat YoY)*

Secondary:

- Open rate = 13.5% *(-2 pts. YoY)*
- CTOR = 5.6% *(Flat. YoY)*

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Current YTD Goal Progress

- January Destination Solo CTR and CTOR meeting new email channel goals with Open Rate down against monthly goal
  - Top Open Rate: Panama, Peru, Chile, Costa Rica
  - Bottom Open Rate: Grand Cayman, Puerto Rico, Mexico Eng., St. Thomas
- Continuing to track Open Rate and CTOR and will revisit in Q2; now unreliable KPIs after iOS update
- January METT performance metrics exceeding goals with CTOR 70% above the monthly goal
- February Solo continued to see an increase in engagement with Global Promo featured in the hero
- February METT engagement down slightly vs monthly goal but revenue was up 90% MoM

SOLO	Jan '22	Monthly Goal	vs. Goal
CTR	1.0%	1.0%	+0.02 pts.
Open Rate	20.8%	24.0%	-3.24 pts.
CTOR	4.9%	3.5%	+1.42 pts.

METT	Jan '22	Monthly Goal	vs. Goal
CTR	1.3%	1.0%	+0.33 pts.
Open Rate	13.9%	13.5%	+0.42 pts.
CTOR	9.5%	5.6%	+3.92 pts.

SOLO	Feb '22	Monthly Goal	vs. Goal
CTR	1.2%	1.0%	+0.19 pts.
Open Rate	18.8%	24.0%	-5.24 pts.
CTOR	6.3%	3.5%	+2.84 pts.

METT	Feb '22	Monthly Goal	vs. Goal
CTR	0.7%	1.0%	-0.34 pts.
Open Rate	8.6%	13.5%	-4.92 pts.
CTOR	7.7%	5.6%	+2.12 pts.

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Establishing Mobile App Tracking

- Establish process for tracking app downloads
- January Destination Solo tracked 40 total downloads
- Link tracking issues in February, we will continue to monitor and develop a benchmark after the first full 3 months

MARKET	APP Downloads
Puerto Rico	2
St. Thomas	0
Grand Cayman	0
Mexico Eng	3
Mexico Local Eng	0
Mexico	14
Costa Rica	0
Chile	3
Peru	2
Panama	2
Brazil	14
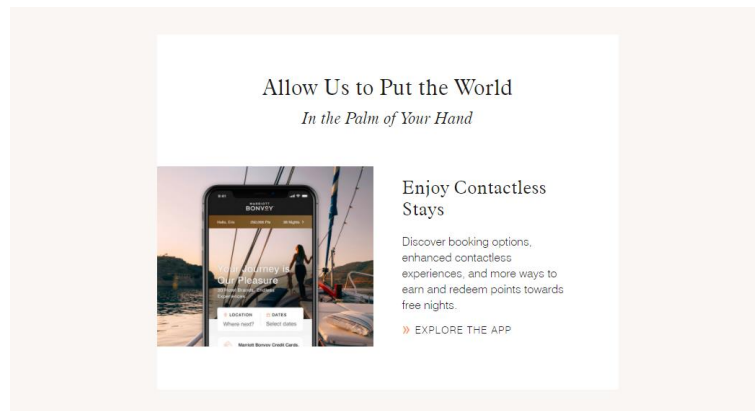
Mobile App Download Module

Campaign Engagement

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Positive Engagement Trends

- Openers responded to resorts content in January and Global Promo in February
- High January engagement and revenue from resorts hero, F&B, and new property openings
- Feb. CTR was the highest over the past 12 months
    - Global Promo hero generate 64% of clicks and 78% of total revenue

Engagement			
	Jan '22	Feb '22	MoM
Delivered	975.3 K	1.1 M	+10.6%
Open Rate	20.8%	18.4%	-2.4 pts.
CTR	1.0%	1.5%	+0.43 pts
CTOR	4.9%	7.9%	+2.98 pts.
Bookings	59	232	+293.2%
Room Nights	163	670	+311.0%
Revenue	$36,250	$142,219	+292.3%
Conversion	0.03%	0.12%	+0.09 pts.
BPK	0.06	0.22	+15.5 pts.
Clicks	9,971	15654	+57.0%
Unsub Rate	0.26%	0.21%	-0.05pts

CALA Solo Engagement Trends (2021-2022)

CALA Solo Financial Trends (2021-2022)

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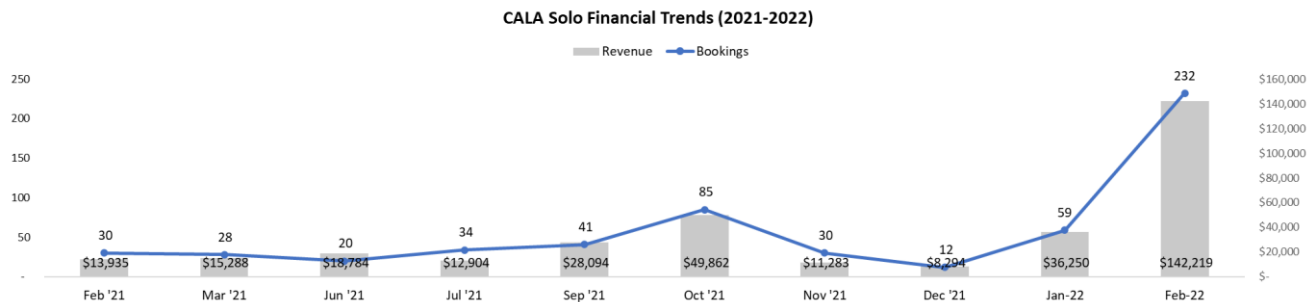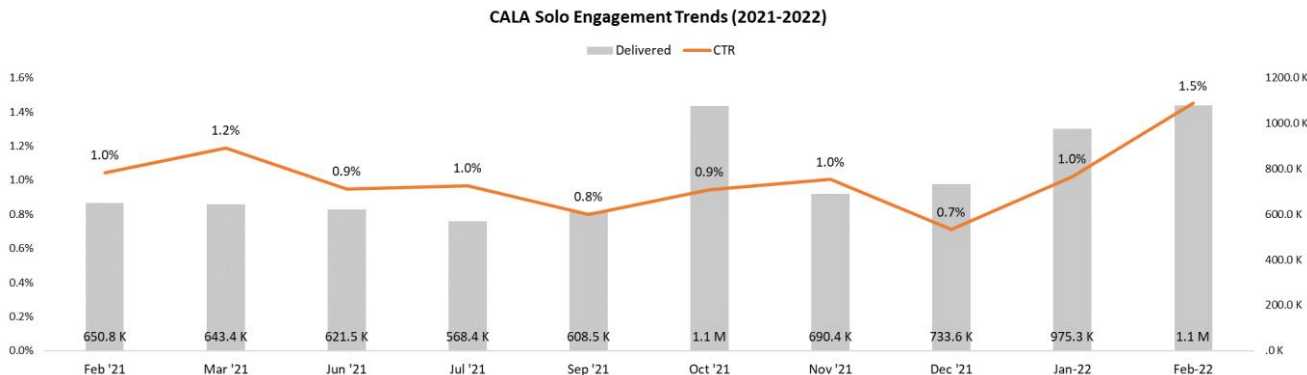
Increase In All Engagement Metrics And Revenue In January

- Revenue up MoM by 337% with 33% growth in delivered count
  - 54% of revenue from Hero offer ($19, 737): Kick Off (72%) | Rediscover Travel (28%)
  - Top New Openings Clicks: La Concha, St. Regis Bermuda, Renaissance Santiago
- Top revenue markets: Mexico ENG, Puerto Rico, St. Thomas, Brazil
- Attributed revenue to CALA properties:
  - Bookings: 22.4%
  - Revenue: 20.4%

Engagement			
	Dec '21	Jan '21	MoM
Delivered	733553	975.3 K	33.0%
Open Rate	22.5%	20.8%	-1.7pts
CTR	0.7%	1.0%	+0.3pts
CTOR	3.2%	4.9%	+1.7pts
Clicks	5.2 K	10.0 K	91.4%
Unsub Rate	0.2%	0.3%	+0.1pts

Financial			
	Dec '21	Jan '21	MoM
Booking	12	59	391.7%
Room Nights	41	163	297.6%
Revenue	$8,294	$36,250	337.1%
Conversion Ra	0.01%	0.03%	+0.02pts

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January 2022 Destination Solo
Creative Examples

January Highlights:
- Split hero with Resorts vs Staycation
- Dining and Cuisine focused secondary module
- B2B Offer
- Newly opened hotel module targeted by market
- Traveler Module with local destination articles

Mexico *Spanish*	Mexico *English*	Costa Rica *Spanish*	Puerto Rico *English*	Brazil *Portugese*

January Engagement and Revenue up MoM

- Top markets in January: Mexico Eng, Puerto Rico, St. Thomas, Brazil

Market	Sent	Delivered	Delivery %	Open %	CTOR	CTR	Unsub %	Bookings	Rmnts	Revenue
BRASIL	133,596	131,177	98.2%	20.4%	6.6%	1.3%	0.4%	6	13	$3,062
CHILE	27,656	27,484	99.4%	27.6%	5.9%	1.6%	0.2%	2	10	$1,956
COSTA RICA	16,899	16,791	99.4%	23.6%	7.1%	1.7%	0.2%			
GRAND_CAYMAN	13,572	13,558	99.9%	18.5%	8.4%	1.6%	0.1%	2	7	$1,583
MEXICO	363,814	357,519	98.3%	20.6%	4.0%	0.8%	0.3%	8	13	$1,376
MEXICO_ENG	172,700	172,042	99.6%	19.5%	5.2%	1.0%	0.2%	17	49	$14,179
MEXICO_LOCAL_ENG	53,573	53,294	99.5%	21.9%	3.3%	0.7%	0.3%	2	3	$467
MEXICO_US	24,942	24,722	99.1%	21.8%	5.5%	1.2%	0.2%	1	9	$531
PANAMA	45,653	44,746	98.0%	24.4%	3.7%	0.9%	0.3%	4	11	$2,605
PERU	30,275	30,089	99.4%	23.4%	7.5%	1.8%	0.1%			
PUERTO RICO	90,878	90,564	99.7%	18.5%	4.4%	0.8%	0.1%	12	31	$7,298
ST_THOMAS	13,395	13,363	99.8%	19.5%	8.8%	1.7%	0.1%	5	17	$3,194
Grand Total	986,953	975,349	98.8%	20.8%	4.9%	1.0%	0.3%	59	163	$36,250

Top Performing Jan '21 Content: Hero, Offers, New Openings

Hero
#1 most clicked
(all markets)
54% of Revenue

Secondary Offer
#2 most clicked
Indulge in all-inclusive #1

Property Highlight
#3 most clicked
2nd Highest Revenue with 8% of total

Connect in Paradise
#4 most clicked
2% of total clicks

L3 And L2B Segments Outperform Other Segments

- L2B and L3 with best rev/del. and highest engagement compared to other segments
- L2B and L3 accounted for 59% of total revenue
  - 29% of total revenue came from L2B Hero Offer engagement
  - **Worth noting**: 75% of revenue from L3 was from header, low revenue from hero.
  - New properties and all-inclusive content were #2 and #3 revenue drivers, respectively

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 – Jan '22	L1	L2A	L2B	L3	Everyone Else	Total
Delivered	23,944	12,314	81,682	16,472	840,937	975,349
Open Rate	20.5%	20.2%	21.5%	23.2%	20.7%	20.8%
CTOR	4.1%	5.5%	7.6%	8.1%	4.6%	4.9%
CTR	0.8%	1.1%	1.6%	1.9%	1.0%	1.0%
Bookings	1		18	8	32	59
Room Nts.	3		48	34	78	163
Revenue	$378		$12,468	$8,964	$14,440	$36,250
Rev/Del.	$0.02		$0.15	$0.54	$0.02	$0.04

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Recommend Continuing Resort Content, Consider Interactive Poll

What's your resort style?

- Poll results will influence poll results module highlighting different resort properties

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January '22 Heat Map: **Member Version**

- Rediscover travel the favorite across members and non-members
- New Hotel Openings strongest engagement with Grand Cayman market

Module	BRASIL	CHILE	COSTA RICA	GRAND_ CAYMAN	MEXICO	MEXICO_ ENG	MEXICO_ LOCAL_ENG	MEXICO_ US	PANAMA	PERU	PUERTO RICO	ST_THOMAS
Header	**11.60%**	**11.07%**	**10.74%**	**5.76%**	**15.46%**	**10.13%**	**17.03%**	**15.32%**	**14.25%**	**10.18%**	**10.44%**	**5.95%**
Hero Offer	**38.75%**	**38.38%**	**40.18%**	**39.51%**	**34.00%**	**43.16%**	**26.34%**	**40.32%**	**37.56%**	**47.45%**	**40.08%**	**38.10%**
Kick Off the Year	---	---	---	39.51%	---	43.16%	---	---	---	---	40.08%	38.10%
Rediscover Travel Without Going Far	38.75%	38.38%	40.18%	---	34.00%	---	26.34%	40.32%	37.56%	47.45%	---	---
Offers	**19.13%**	**19.37%**	**19.63%**	**25.93%**	**13.15%**	**28.03%**	**17.74%**	**19.09%**	**11.99%**	**19.54%**	**26.50%**	**26.98%**
Dine Different	4.11%	0.00%	0.00%	0.00%	3.12%	0.00%	7.71%	3.23%	0.00%	0.00%	0.00%	0.00%
Eat and Earn	0.00%	4.61%	6.13%	3.70%	0.00%	2.92%	0.00%	0.00%	2.26%	7.55%	4.31%	1.59%
Indulge in All-Inclusive	15.01%	14.76%	13.50%	22.22%	10.04%	25.10%	10.04%	15.86%	9.73%	11.99%	22.19%	25.40%
B2B Offer	**2.58%**	**3.14%**	**0.92%**	**1.65%**	**2.52%**	**2.30%**	**2.51%**	**3.23%**	**1.36%**	**3.28%**	**2.09%**	**0.40%**
Hotels	**10.90%**	**11.44%**	**18.71%**	**22.63%**	**12.58%**	**7.46%**	**10.22%**	**6.99%**	**13.35%**	**8.87%**	**13.19%**	**22.62%**
Traveler Article	---	3.32%	1.53%	0.82%	2.46%	2.09%	3.23%	1.08%	2.71%	1.97%	0.52%	2.38%
Mobile App	**1.93%**	**1.85%**	**0.31%**	**0.00%**	**1.71%**	**0.31%**	**0.72%**	**0.27%**	**1.36%**	**2.13%**	**0.39%**	**0.00%**
Footer	**15.11%**	**11.44%**	**7.98%**	**3.70%**	**18.12%**	**6.52%**	**22.22%**	**13.71%**	**17.42%**	**6.57%**	**6.79%**	**3.57%**
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%**

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January '22 Heat Map: Non-Member Version

- New Hotels a close second for most clicked with Costa Rica market
- Significant engagement with Join banner from Chile market

Module	BRASIL	CHILE	COSTA RICA	GRAND_CAYMAN	MEXICO	MEXICO_ENG	PANAMA	PERU	PUERTO RICO	ST_THOMAS
Header	11.76%	23.08%	5.26%	33.33%	9.52%	5.70%	15.44%	14.29%	5.96%	17.39%
Hero Offer	32.23%	15.38%	36.84%	16.67%	28.21%	19.74%	24.26%	28.57%	34.44%	26.09%
Kick Off the Year	---	---	---	16.67%	---	19.74%	---	---	34.44%	26.09%
Rediscover Travel Without Going Far.	32.23%	15.38%	36.84%	---	28.21%	---	24.26%	28.57%	---	0.00%
Offers	15.86%	15.38%	10.53%	16.67%	9.16%	11.84%	13.97%	28.57%	15.23%	4.35%
Dine Different	4.60%	0.00%	0.00%	0.00%	1.47%	0.00%	0.00%	0.00%	0.00%	0.00%
Eat and Earn	0.00%	0.00%	0.00%	0.00%	0.00%	2.63%	2.21%	0.00%	2.65%	4.35%
Indulge in All-Inclusive	11.25%	15.38%	10.53%	16.67%	7.69%	9.21%	11.76%	28.57%	12.58%	0.00%
B2B Offer	2.30%	0.00%	0.00%	0.00%	2.93%	1.32%	2.21%	0.00%	0.66%	0.00%
Hotels	6.91%	7.69%	31.58%	16.67%	10.50%	3.95%	8.82%	0.00%	11.92%	26.09%
Traveler Article	---	0.00%	5.26%	16.67%	2.32%	1.32%	2.21%	0.00%	0.66%	0.00%
Mobile App	0.51%	0.00%	0.00%	0.00%	1.22%	1.32%	1.47%	14.29%	1.32%	0.00%
Join Marriott Bonvoy	2.05%	7.69%	0.00%	0.00%	2.08%	1.75%	2.21%	0.00%	1.99%	0.00%
Footer	28.39%	30.77%	10.53%	0.00%	34.07%	53.07%	29.41%	14.29%	27.81%	26.09%
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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February Engagement and Revenue up MoM

- Strong click activity with both hero and secondary offer content drove strong financial increase
  - Mexico (ENG) version accounted for 60% of total revenue with 32% of total clicks
  - Make every night count performed higher than family package in every market
- Secondary off content 2nd highest click and revenue performance with Recharge at Resorts the clear winner
- Second highest revenue performer is Aruba with 12% of total revenue; Hero offer drove strong revenue and engagement
- Attributed Revenue to CALA:
  - **Bookings**: 45.8%
  - **Revenue**: 46.0%

Engagement			
	Jan '21	Feb '21	MoM
Delivered	975.3 K	1078.4 K	11%
Open Rate	20.8%	18.4%	-2.4pts
CTR	1.0%	1.5%	+0.5pts
CTOR	4.9%	7.9%	+3.0pts
Clicks	10.0 K	15.7 K	57.0%
Unsub Rate	0.3%	0.2%	-0.1pts

Financial			
	Jan'22	Feb '22	MoM
Booking	59	232	293.2%
Room Night	163	670	311.0%
Revenue	$36,250	$142,219	292.3%
Conversion	0.03%	0.12%	+0.09pts

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February 2022 Destination Solo Creative Examples

February Highlights:
- Hero offer supporting points activity initiative
- Family Package offer
- Vacation planning Traveler article
- All inclusive resort content

Mexico *Spanish*	Mexico *English*	Costa Rica *Spanish*	Puerto Rico *English*	Brazil *Portugese*
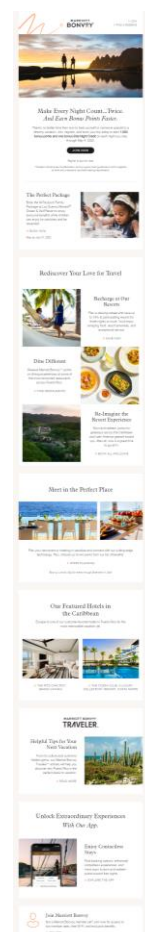
February Engagement and Revenue up MoM

- Mexico Eng generated 60% of total Destination Solo revenue
- Top Markets: Mexico Eng, Aruba, Puerto Rico, Mexico SP, Brazil

Market	Sent	Delivered	Delivery %	Open %	CTOR	CTR	Unsub %	Bookings	Rmnts	Revenue
ARGENTINA	93,249	92,367	99.1%	20.5%	5.7%	1.2%	0.3%	1	8	$4,737
ARUBA	49,712	49,615	99.8%	18.6%	20.8%	3.9%	0.1%	36	80	$16,730
BRASIL	133,372	131,437	98.5%	17.2%	4.6%	0.8%	0.3%	4	21	$6,692
COSTA RICA	17,029	16,933	99.4%	21.3%	7.8%	1.7%	0.2%			
GRAND_CAYMAN	15,766	15,735	99.8%	17.2%	23.2%	4.0%	0.1%	12	27	$6,397
MEXICO	364,787	359,063	98.4%	18.1%	3.3%	0.6%	0.2%	22	62	$9,344
MEXICO_ENG	190,296	189,714	99.7%	17.9%	16.2%	2.9%	0.1%	125	390	$85,686
MEXICO_LOCAL_ENG	52,426	52,157	99.5%	18.1%	4.0%	0.7%	0.2%	3	11	$2,086
MEXICO_US (SPA)	25,259	25,103	99.4%	19.7%	5.6%	1.1%	0.2%			
PANAMA	45,676	44,823	98.1%	22.2%	3.1%	0.7%	0.3%	1	3	$629
PUERTO RICO	101,763	101,480	99.7%	17.2%	12.1%	2.1%	0.1%	28	68	$9,917
Grand Total	**1,089,335**	**1,078,427**	**99.0%**	**18.4%**	**7.9%**	**1.5%**	**0.2%**	**232**	**670**	**$142,219**

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Top Performing Feb '21 Content: Hero, Offers, New Openings

Hero
#1 most clicked
78% of Revenue
Make Every Night Count

Secondary Offer
#2 most clicked
9% of total clicks

Property Highlight
#3 most clicked
6% of total clicks
The Luxury Collection, Ocean Club capturing largest share

L2B outperformed all segments including Everyone Else

- L2B and L3 with significantly higher CTR than other segments
  - L2B: Hero (Make Every Night Count) | L3 Hero Clicks
- L2B highly engaged audience contributing to 59% of total revenue
  - 90% of Revenue Activity with hero content which was 54% of total campaign revenue

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 – Feb '22	L1	L2A	L2B	L3	Everyone Else	Total
Delivered	24,175	12,563	104,940	21,447	915,302	1,078,427
Open Rate	17.5%	17.2%	20.2%	21.8%	18.1%	18.4%
CTOR	3.6%	7.2%	24.6%	27.6%	5.3%	7.9%
CTR	0.6%	1.2%	5.0%	6.0%	1.0%	1.5%
Bookings	5	1	112	33	81	232
Room Nts.	22	2	387	85	174	670
Revenue	$8,662	$528	$83,393	$20,008	$29,628	$142,219
Rev/Del.	$0.36	$0.04	$0.79	$0.93	$0.03	$0.13

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February '22 Heat Map: Member Version

- Hero drove strong engagement and revenue across all audiences
  - Make every night count clear winner across all markets
- Brazil, Costa Rica, and Argentina engaged most with new hotel openings

Module	ARGENTINA	ARUBA	BRASIL	COSTA RICA	GRAND_ CAYMAN	MEXICO	MEXICO_ ENG	MEXICO_ LOCAL_ENG	MEXICO_ US	PANAMA	PUERTO RICO
Header	**13.72%**	**3.96%**	**13.88%**	**5.90%**	**3.68%**	**16.39%**	**3.24%**	**14.63%**	**11.24%**	**13.29%**	**4.49%**
Hero Offer	**35.65%**	**78.09%**	**31.76%**	**52.80%**	**81.75%**	**40.90%**	**85.92%**	**47.76%**	**63.61%**	**39.02%**	**83.80%**
Make Every Night Count...Twice.	27.35%	75.06%	23.69%	33.23%	79.14%	31.64%	82.56%	43.50%	53.85%	26.59%	80.14%
The Perfect Family Package	8.29%	3.03%	8.08%	19.57%	2.61%	9.27%	3.37%	4.27%	9.76%	12.43%	3.66%
Offers	**20.57%**	**9.44%**	**16.16%**	**15.84%**	**6.29%**	**10.30%**	**5.21%**	**11.99%**	**8.28%**	**15.03%**	**5.68%**
Dine Different	11.40%	4.06%	5.25%	7.45%	1.23%	0.00%	0.98%	0.00%	0.00%	5.49%	1.37%
Eat and Earn	0.00%	0.00%	0.00%	0.00%	0.00%	3.06%	0.00%	3.66%	0.89%	0.00%	0.00%
Recharge at Our Resorts	3.11%	2.10%	4.24%	4.04%	2.61%	2.57%	1.42%	2.03%	0.89%	2.31%	1.51%
Re-Imagine the Resort Experience	6.06%	3.28%	6.67%	4.35%	2.45%	4.67%	2.80%	6.30%	6.51%	7.23%	2.79%
B2B Offer	**1.12%**	**0.24%**	**2.12%**	**0.00%**	**0.31%**	**1.49%**	**0.40%**	**1.02%**	**1.78%**	**1.16%**	**0.50%**
Hotels	**12.04%**	**4.84%**	**14.20%**	**14.91%**	**6.60%**	**5.67%**	**2.93%**	**7.11%**	**2.96%**	**8.38%**	**2.70%**
Traveler Article	**1.67%**	**1.61%**	**---**	**1.24%**	**0.46%**	**2.11%**	**0.56%**	**1.22%**	**0.89%**	**1.45%**	**0.69%**
Mobile App	**1.36%**	**0.29%**	**1.41%**	**0.93%**	**0.00%**	**0.96%**	**0.11%**	**0.81%**	**0.30%**	**0.58%**	**0.05%**
Footer	**13.88%**	**1.52%**	**20.47%**	**8.39%**	**0.92%**	**22.18%**	**1.63%**	**15.45%**	**10.95%**	**21.10%**	**2.11%**

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February '22 Heat Map: Non-Member Version

- B2B Offer performed strongest with Aruba market
- Make Every Night Count performed stronger in most markets within hero engagement

Module	ARGENTINA	ARUBA	BRASIL	COSTA RICA	GRAND_CAYMAN	MEXICO	MEXICO_ENG	PANAMA	PUERTO RICO
Header	14.36%	11.43%	13.42%	20.00%	0.00%	13.59%	3.52%	9.60%	3.80%
Hero Offer	36.17%	45.71%	29.00%	30.00%	50.00%	27.99%	22.61%	32.00%	36.71%
Make Every Night Count...Twice.	30.85%	37.14%	29.00%	10.00%	50.00%	24.43%	21.61%	24.80%	34.18%
The Perfect Family Package	5.32%	8.57%	0.00%	20.00%	0.00%	3.56%	1.01%	7.20%	2.53%
Offers	14.89%	11.43%	14.72%	30.00%	0.00%	9.55%	4.52%	12.80%	5.06%
Dine Different	5.85%	5.71%	6.06%	20.00%	0.00%	0.00%	0.50%	5.60%	1.27%
Eat and Earn	0.00%	0.00%	0.00%	0.00%	0.00%	1.94%	0.00%	0.00%	0.00%
Recharge at Our Resorts	3.19%	2.86%	2.60%	10.00%	0.00%	3.24%	2.51%	2.40%	0.00%
Re-Imagine the Resort Experience	5.85%	2.86%	6.06%	0.00%	0.00%	4.37%	1.51%	4.80%	3.80%
B2B Offer	0.00%	5.71%	1.73%	0.00%	0.00%	1.62%	2.01%	1.60%	1.27%
Hotels	13.30%	11.43%	11.26%	10.00%	0.00%	8.09%	3.02%	4.00%	1.27%
Traveler Article	0.53%	2.86%	---	0.00%	0.00%	2.27%	1.51%	0.80%	2.53%
Mobile App	0.00%	0.00%	0.43%	10.00%	0.00%	2.75%	0.00%	2.40%	0.00%
Join Marriott Bonvoy	0.53%	2.86%	0.43%	0.00%	0.00%	0.00%	1.01%	0.00%	3.80%
Footer	20.21%	8.57%	29.00%	0.00%	50.00%	34.14%	61.81%	36.80%	45.57%

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METT Emails

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January and February 2022 METT Performance Summary

- January METT revenue up 32% MoM
  - CALA Luxury ENG and SJDJW ENG accounted for 89% of total revenue
- February METT revenue up 90% MoM
  - Mexico Beaches and CALLA Resorts accounted for over 50% of total revenue

Month	Delivered	Open Rate	CTR	Clicks	Bookings	Room Nights	Revenue
Jan	668,092	8.60%	1.10%	5,291	45	119	$23,366
Feb	975,611	7.80%	0.80%	8,108	65	189	$44,340
MoM	**46%**	**-0.8pts**	**-0.3pts**	**53.24%**	**44.44%**	**58.82%**	**89.76%**

January and February Revenue Attribution

Percent of revenue to CALA properties increased MoM

- Properties booked in CALA, Central America, and Mexico Regions
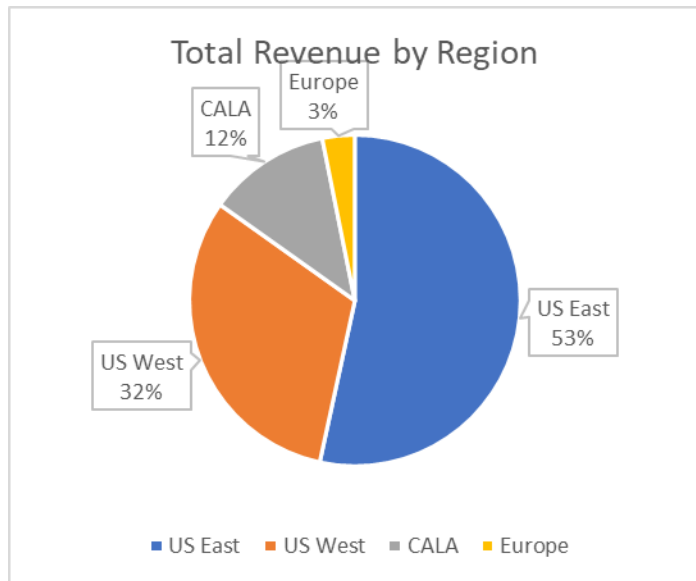
January
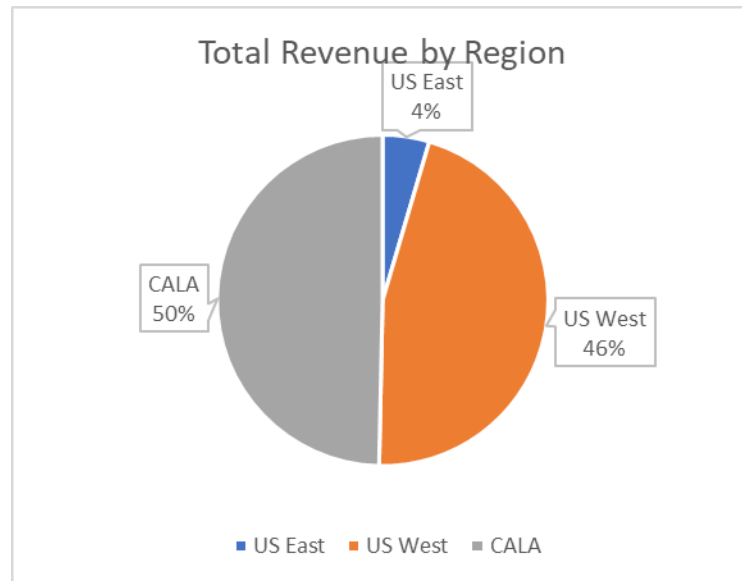
February

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Top Performing METTs: January 2022

Jan: Highest Revenue
CALA_Luxury_Eng_Jan282022

Subject Line: Enjoy a Luxurious Getaway with Marriott Bonvoy

Jan: High Engagement and Revenue
CALA_SJDJW_Eng_Jan282022

Subject Line:
Exclusive Experiences in Los Cabos

Jan: Highest CTR
CALA_PVRDE_Spa_Jan282022

Subject Line: Discover the Wonders of the Riviera Nayarit (Translated)

January Heat Maps:
Top Performing Emails

- Resort messages that called out specific benefits in the 7 Jan email copy generated more clicks than offer or general booking messages

  - 27% of clicks on all-inclusive golf hero

  - 26% of clicks on Exotic landscapes module

- Subscribers getting the 28 Jan campaign were less engaged with spa / wellness hero content, but more interested in St. Regis offer underneath –was 33% of clicks vs. 28% on the hero

  - Engage openers by using animation in the hero to showcase the property and onsite spa offerings

  - Leverage learnings from upcoming lifestyle vs property hero test in May destinations solo if animation isn't an option

7 Jan
"Inicia el Año con un Descanso Perfecto"
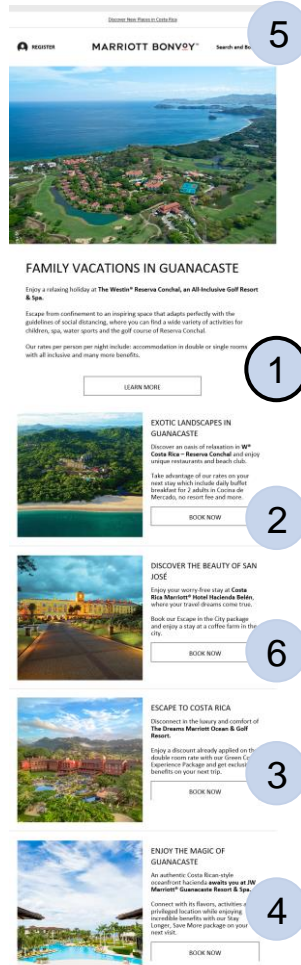
28 Jan
"Enjoy a Luxurious Getaway with Marriott Bonvoy"

Footer = #4

Footer = #7

Translated Email
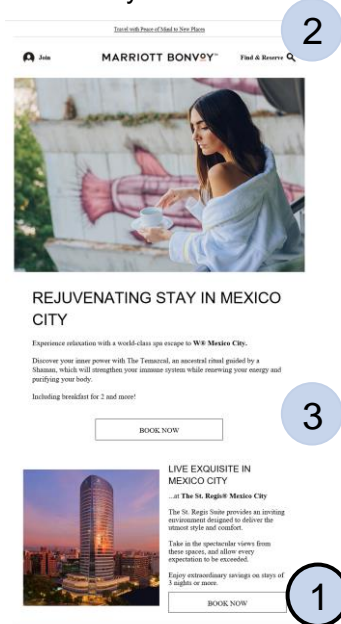
METT Heatmaps – January 2022

CALA_CR_Spa_Jan72022	% Clicks
Header	8.7%
Hero: All Inclusive Golf Resort	**27.4%**
Exotic Landscapes Guanacaste	25.6%
Escape in the City Package	3.7%
Green Coast Experience Package	17.0%
Stay Longer, Save More	12.9%
Footer	4.6%

CALA_Luxury_Eng_Jan282022	% Clicks
Header	29.4%
W Mexico City	27.6%
St. Regis Mexico City	**33.2%**
Footer	9.8%

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Top Performing METTs: February 2022

Feb: Highest Revenue
CALA_MexicoBeaches_Eng_Feb11

Subject Line: Explore the Oceanfront
Jewels of Cancun and Puerto Vallarta

Feb: High Engagement and Revenue
CALA_Resorts_Eng_Feb42022

Subject Line:
Discover Captivating Resorts in the Caribbean

Feb: Highest CTR
CALA_SJOLS_MIPassport_Eng_Feb42022

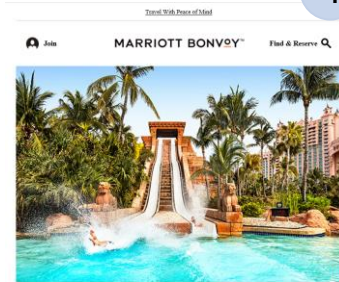**Subject Line**: Enjoy an Incredible Family Getaway

February Heat Maps:
Top Performing Emails

- 34% of clicks in Feb 4th email went to hero featuring bonus points offer at Atlantis, closely followed by Caribbean stay longer messaging generating 30% of clicks

  - Caribbean stay longer copy mentioned additional offers which may have attracted deal-seekers; "Enjoy incredible offers, the longer you stay the more you save!"

- Hero generated most clicks in Feb 11 email (23% of clicks), but so did the Puerto Vallarta multi-offers message lower in the email (also 23% of clicks)

  - Another example of strong engagement when mentioning more offers; CTA was "See Offers"

  - Secondary message under hero was similar to hero – same Cancun resort credit – consider consolidating messages or giving equal placement

  - Lower engagement in wellness message at the end

4 Feb
"Discover Captivating Resorts in the Caribbean"

Footer = #5

11 Feb
"Explore the Oceanfront Jewels of Cancun and Puerto Vallarta"

Footer = #7

METT Heatmaps – February 2022

CALA_Resorts_Eng_Feb42022	% Clicks
Header	9.9%
Hero Bonus Points	**34.0%**
Stay Longer, Save More	30.4%
Escapes	22.7%
Footer	3.0%

CALA_MexicoBeaches_Eng_Feb11	% Clicks
Header	10.0%
Hero Resort Credit - JW Marriott Cancun	**23.3%**
Resort Credit - Marriott Cancun	14.4%
50% off 7+ nights - RC Cancun	19.4%
Marriott Puerto Vallarta - See Offers	**23.1%**
Detox Getaway - Westin Puerto Vallarta	6.9%
Footer	3.0%

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METT Recommendations

- Consider including offers in subject line or preheader to lift engagement and raise interest in content

- Increase engagement in wellness or spa messages by showcasing the property and onsite spa offerings using image animation (animated gif)

- Leverage learnings from upcoming lifestyle vs. property hero test in destinations solo to help inform future image selections

- Monitor multi-offer content to see if openers continue to engage; consider testing in hero placement and mentioning in subject line or preheader to lift performance

- Consolidate (if possible) similar messages or give them equal placement within the email for fairer engagement chances

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Testing & Optimization

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PCIQ Subject Line Performance Results November

Initial observations:

DeploymentDate_M	AnalyticalGroup	Source_Name	SL	UniqueOpenCount	DeliveredCount	Unique_Open_Rate
11/9/2021 1:00	Random	ARGENTINA	SL01	7,628	29,520	25.8%
11/9/2021 1:00	Random	ARGENTINA	SL02	7,190	29,817	24.1%
11/9/2021 1:00	Random	ARGENTINA	SL03	7,574	29,698	25.5%
11/9/2021 1:00	Random	ENGLISH	SL01	1,203	3,007	40.0%
11/9/2021 1:00	Random	ENGLISH	SL02	1,223	3,002	40.7%
11/9/2021 1:00	Random	ENGLISH	SL03	1,157	2,931	39.5%
11/9/2021 1:00	Random	MEXICO_LOCAL_ENGLISH	SL01	4,670	17,892	26.1%
11/9/2021 1:00	Random	MEXICO_LOCAL_ENGLISH	SL02	4,587	17,862	25.7%
11/9/2021 1:00	Random	MEXICO_LOCAL_ENGLISH	SL03	4,536	18,022	25.2%
11/9/2021 1:00	Random	PORTUGUESE	SL01	9,185	39,821	23.1%
11/9/2021 1:00	Random	PORTUGUESE	SL02	9,118	39,972	22.8%
11/9/2021 1:00	Random	PORTUGUESE	SL03	9,021	39,834	22.6%
11/9/2021 1:00	Random	SPANISH	SL01	35,524	144,035	24.7%
11/9/2021 1:00	Random	SPANISH	SL02	34,609	143,881	24.1%
11/9/2021 1:00	Random	SPANISH	SL03	33,411	144,274	23.2%

SL_No	SL
SL01	[Fname,]Don't Miss Out On Up to $200 in Resort Credits
SL02	Hurry[, Fname]! Book by December 6 to earn up to $200 in resort credits.
SL03	[Fname,]Earn up to $200 in Resort Credits

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PCIQ Subject Line Performance Results

Initial observations:
- Personalization with First name first captured highest Open Rate in January
- Using "Free" versus "offer" outperformed other personalization in February
- Continuing testing to impact future SL recommendations

January

DeploymentDate_M	Language	SL01	SL03	Unique_Open_Rate
	MEXICO_LOCAL_ENGLISH	21.6%	20.0%	20.8%
	SPANISH	21.0%	19.8%	20.4%
	PORTUGUESE	19.4%	19.2%	19.3%
1/17/2022	ENGLISH	19.1%	18.1%	18.6%

SL_No	SL
SL01	[Fname,]Kick Off 2022 With Travel
SL03	Why not escape to paradise this year[, Fname]?

DeploymentDate_M	Language	SL01	SL02	SL03	Unique_Open_Rate
	ARGENTINA	20.6%	20.5%	19.4%	20.2%
	SPANISH	18.9%	18.7%	17.5%	18.4%
	MEXICO_LOCAL_ENGLISH	17.8%	18.1%	17.6%	17.8%
	ENGLISH	17.6%	17.6%	17.6%	17.6%
2/20/2022	PORTUGUESE	17.0%	17.5%	16.2%	16.9%

SL_No	SL
SL01	[Fname,]These Offers Are Too Sweet to Miss
SL02	[Fname,]Learn How to Earn Free Nights, On Us
SL03	Are you ready to earn points with ease[, Fname]?

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Actionable Insights & Next Steps

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Actionable Insights

- Hero content featuring points offer in January generated most of the Destination Solo revenue with Resorts outperforming Staycation, continue looking for resorts focused opportunities

- Domestic locations for new hotel openings drove engagement across most markets for new openings module, recommended to test cross border vs domestic properties

- Mexico Eng. and Puerto Rico markets consistently drove the largest share of revenue across both months with Aruba taking the 3rd spot when the market was included in February, continue monitor high performing markets to include in future months

- METT revenue increased MoM from December to January and from January to February, establish top content from high performing METTs to include in other mailings

  - Jan: Luxury and SJDJW METTs accounted for 89% of total revenue

  - Feb: Beaches and Resort METTs performed extremely well capturing a majority of total revenue

- Personalization tactics for PCIQ SL optimization captured the highest open rates, markets gravitating towards First name being at the beginning of the SL

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Next Steps

- Continue leveraging PCIQ for SL testing
- First time adding member account module
- Adding new 5-pack module
- Adding poll for future travel plans

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PALMA DE MALLORCA, SPAIN

Appendix

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January METT Campaign List

Campaign Name	Sent	Delivered	Bounced	Bounce Rate	Opens	Open Rate	Clicks	CTR	CTOR
CALA_Luxury_Eng_Jan282022	151,360	151,089	2,649	1.8%	13,548	9.0%	707	0.5%	5.2%
CALA_SJDJW_Eng_Jan282022	122,378	121,983	2,000	1.6%	8,286	6.8%	958	0.8%	11.6%
CALA_PVRMX_Eng_Jan282022	118,202	117,865	1,942	1.6%	8,026	6.8%	510	0.4%	6.4%
CALA_Resorts_Eng_Jan72022	109,101	108,871	1,805	1.7%	8,908	8.2%	928	0.9%	10.4%
CALA_AI_Eng_Jan72022	63,307	63,154	891	1.4%	5,507	8.7%	716	1.1%	13.0%
CALA_PTY_Spa_Jan72022	39,892	39,117	980	2.5%	3,209	8.2%	338	0.9%	10.5%
CALA_PVRDE_Spa_Jan282022	33,750	33,591	721	2.1%	4,015	12.0%	495	1.5%	12.3%
CALA_DR_Spa_Jan212022	18,662	18,048	1,153	6.4%	1,311	7.3%	175	1.0%	13.3%
CALA_CR_Spa_Jan72022	14,457	14,374	143	1.0%	1,347	9.4%	381	2.7%	28.3%

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Feb METT Campaign List

Row Labels	Sent	Delivered	Bounced	Bounce Rate	Opens	Open Rate	Clicks	CTR	CTOR
CALA Spa_Feb252022	37,923	37,729	194	0.5%	3,285	8.7%	290	0.8%	8.8%
CALA_BDAXR_Eng_Feb42022	52,572	52,491	81	0.2%	4,529	8.6%	829	1.6%	18.3%
CALA_DR_Eng_Feb252022	36,757	36,655	102	0.3%	2,120	5.8%	107	0.3%	5.0%
CALA_Maldives_Port_Feb252022	37,027	36,601	426	1.2%	2,141	5.8%	199	0.5%	9.3%
CALA_Mexico_Spa_Feb11	88,499	86,917	1,582	1.8%	6,459	7.4%	444	0.5%	6.9%
CALA_MexicoBeaches_Eng_Feb11	224,365	223,885	480	0.2%	17,111	7.6%	2,204	1.0%	12.9%
CALA_MTY_Spa_Feb25	161,800	159,242	2,558	1.6%	11,917	7.5%	536	0.3%	4.5%
CALA_POPLC_Eng_Feb25	45,859	45,748	111	0.2%	3,477	7.6%	277	0.6%	8.0%
CALA_PVR_Spa_Feb11	120,318	118,970	1,348	1.1%	10,615	8.9%	821	0.7%	7.7%
CALA_Resorts_Eng_Feb42022	135,108	134,961	147	0.1%	11,163	8.3%	1,645	1.2%	14.7%
CALA_SJOLS_MIPassport_Eng_Feb42022	42,493	42,412	81	0.2%	3,817	9.0%	756	1.8%	19.8%

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Thank you!

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