

CALA Quarterly Email Review Q2 2023

2 August 2023

MARRIOTT
BONVOY®



ZADUN, A RITZ-CARLTON RESERVE, LOS CABOS, MEXICO



Meeting Agenda

1. Quarterly Performance Summary
2. Regional Email Campaigns
 - Destination Solo
 - Global Local Campaigns
 - METT
4. Testing & Optimization
5. Actionable Insights

Quarterly Performance Summary

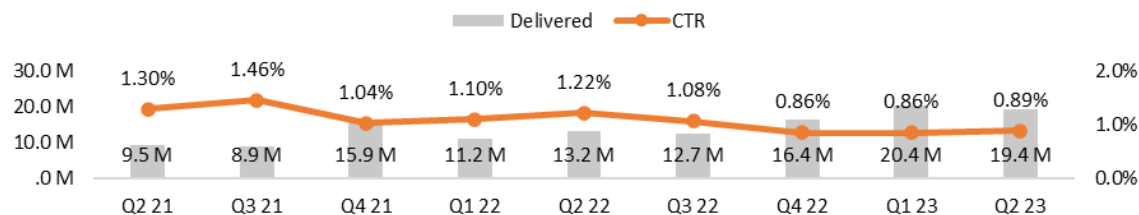
Q2 2023 YoY Performance Overview

		Q2 '23	QoQ	YoY
Engagement	Delivered	19.4 M	-5.0% -1.0 M	+46.1% +6.1 M
	Clicks	173.0 K	-1.8% -3.2 K	+6.7% +10.8 K
	CTR	0.9%	+0.03 pts.	-0.33 pts.
	Unsub%	0.21%	+0.02 pts.	+0.02 pts.
Financials	Bookings	765	-16.8% -154	-17.9% -167
	Room Nights	2.4 K	-9.4% -247	-15.4% -434
	Revenue	\$484.3 K	-10.2% -\$55.0 K	-9.0% -\$47.9 K
	Conv%	0.44%	-0.08 pts.	-0.13 pts.

- Q2 delivered volume was consistent QoQ; additional deliveries for Promo, Regional, and MAU email types drove YoY lift
- Data teams are currently loading Q2 Regional solos into Contact History; used PCM reporting in the interim, so engagement & financial QoQ & YoY comparisons were impacted
- Successfully maintained click activity QoQ even with fewer deliveries; YoY lift from additional mailings
- Understated Q2 financials due to delay in accessing Regional solo performance data; reporting will be update once
 - Campaigns impacting tracked bookings so far:
 - 37% of bookings from MAU
 - 22% of bookings from Promotions
 - 7% of bookings from METT
 - Note: we typically see 30%+ of bookings from Regional solos

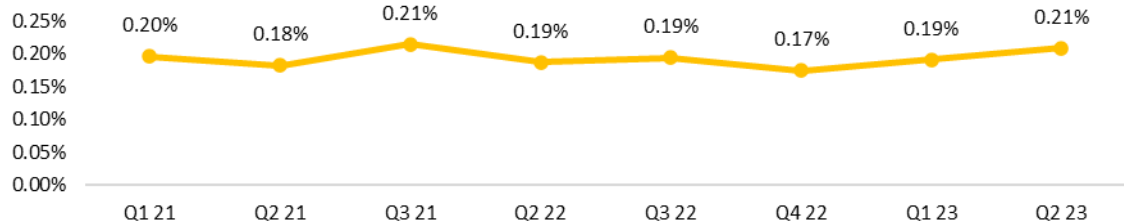
Quarterly Engagement and Financial Trends

CALA Overall Engagement Trends (2021-2023)



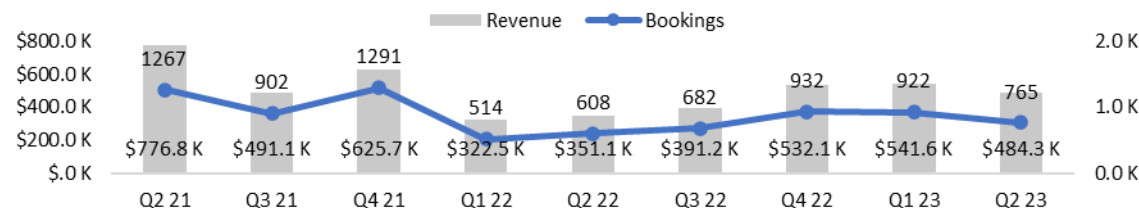
CTR trends continue to be consistent each quarter from Q4 to Q2; additional mailings YoY may be contributing factor to the -0.33 pt YoY decline

CALA Overall Unsub Rate (2021 - 2023)



Unsub rate aligns with Bonvoy benchmark of 0.20%; upward trend also aligns with Bonvoy QoQ engagement; continue to monitor

CALA Overall Financial Trends (2021-2023)



Q1 included Global Promo messages that were not sent in Q2; impacts were seen from GloPro which drove 33% of Q1 deliveries and 28% of revenue

Current YTD Goal Progress

- Destinations solo CTRs were slightly below goal by 0.05 pts.
 - Argentina market in Q1 Feb '23 had nearly a 2% CTR; market was not included in Q2 solos and may have impacted engagement
- Overall METT engagement was also slightly below goal by 0.02 pts.
 - Continuing to migrate METT campaigns over to PCM; will monitor engagement trends using new targeting model

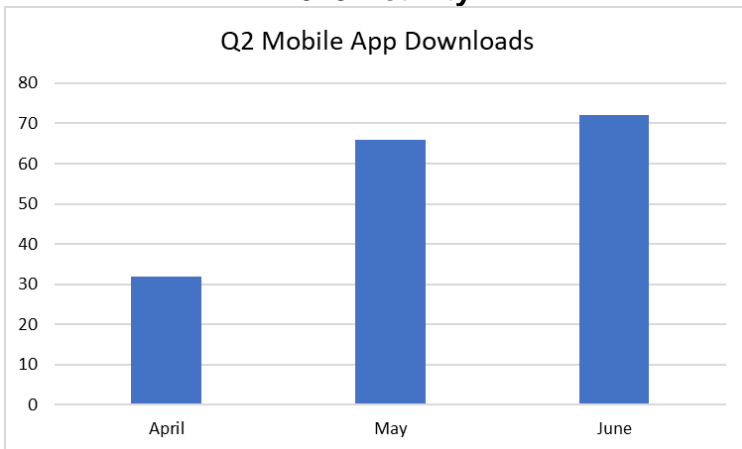
CTR Goals	Q2 '23	CTR Goal	Q2 vs Goal
Destination Solo	1.05%	1.10%	-0.05 pts.
Destination Solo (CALA only)	0.96%	1.00%	-0.04 pts.
METT	0.98%	1.00%	-0.02 pts.
METT (CALA Only)	0.56%	1.00%	-0.44 pts.

Mobile App Download Activity

- Q2 activity increased each month with consistent creative & messaging shift
- Activity in Q2 was -28% QoQ and -17% versus quarterly benchmark of 209 downloads; 118 downloads in February drove Q1 activity and engagement returned to higher levels in May after returning to previous messaging

2023 Activity

Q2 Mobile App Downloads



Targeted to Upcoming Trip / Recent Stayers

Thank you for staying with us recently, Rita
We look forward to welcoming you back soon. Please download our Mobile App to help you plan your next getaway.

» DOWNLOAD THE APP

Get Ready for Your Trip[, Fname].

We look forward to welcoming you for your upcoming trip. Please [visit] [download] our Mobile App to check in, make requests, and learn more about the hotel and surrounding area to make the most of your stay.

» [VISIT][DOWNLOAD] THE APP

Download / Visit App Targeted to Everyone Else *Same Creative from Jan to June '23*

Message used in
Mar and Apr



BON
VOY

Enjoy Everything at
Your Fingertips

Check in, make hotel requests, monitor your points balance, and enjoy a safe and contactless travel experience with the Marriott Bonvoy™ App.

» [VISIT][DOWNLOAD] THE APP

Message in Jan, Feb,
May and June

Everything in the
Palm of Your Hands

Enjoy a safe and contactless travel experience with the Marriott Bonvoy™ App. Check in, make requests, monitor your points balance, and more.

» [VISIT][DOWNLOAD] THE APP

Regional Email Campaigns

Destination Solo
CALA Loyalty
CALA Off-Folio
CALA Project Silk
CALA Escapes

Destinations Solo

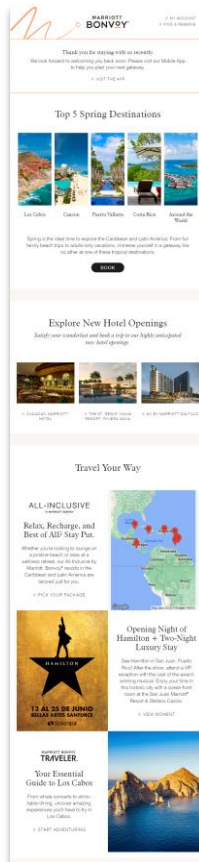
Q2 2023 Destination Solo

Creative Examples

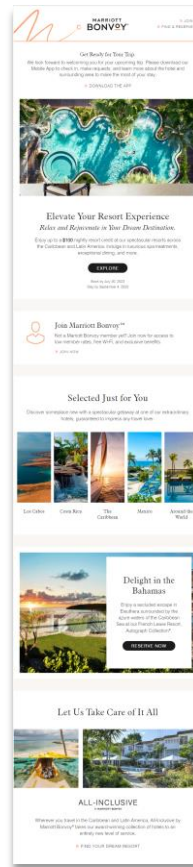
April – June Highlights:

- Destinations 5 pack as the hero in April
- Dynamic All-Inclusive map module in April
- Animated GIF hero in May highlights several available properties
- RTI (formerly PCIQ) Hero CTA optimization in May and June
- New Markets and locations included in navigation module
- Geotargeted stay longer module in June
- New hotel openings module added in June

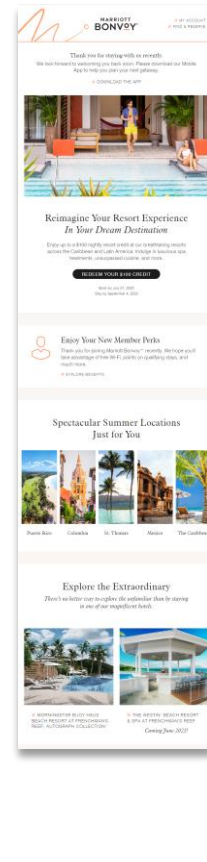
Mexico
English
April



Mexico
English
May

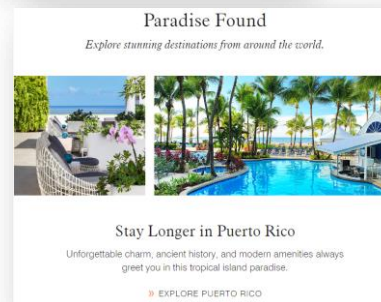
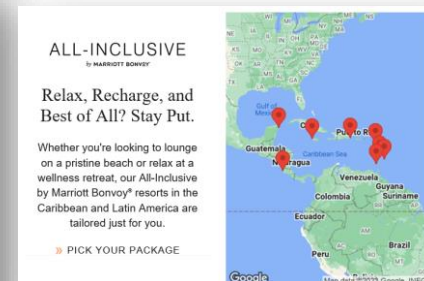
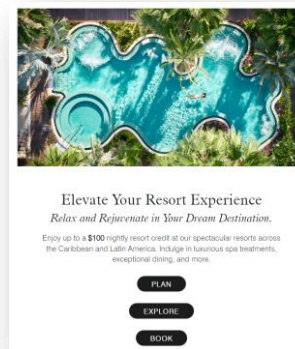


Mexico
English
June



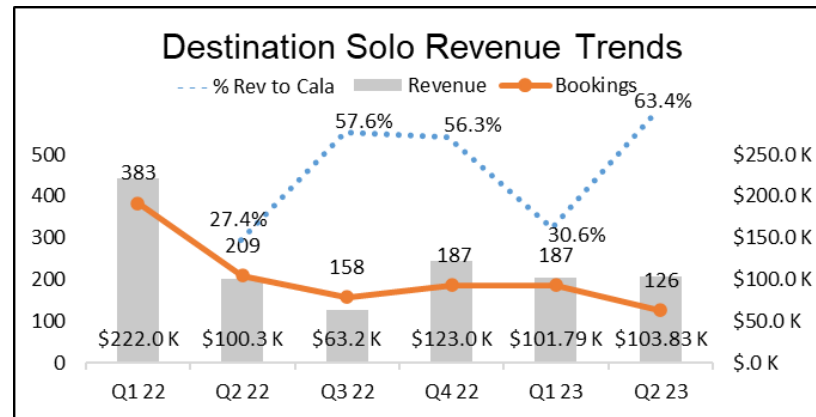
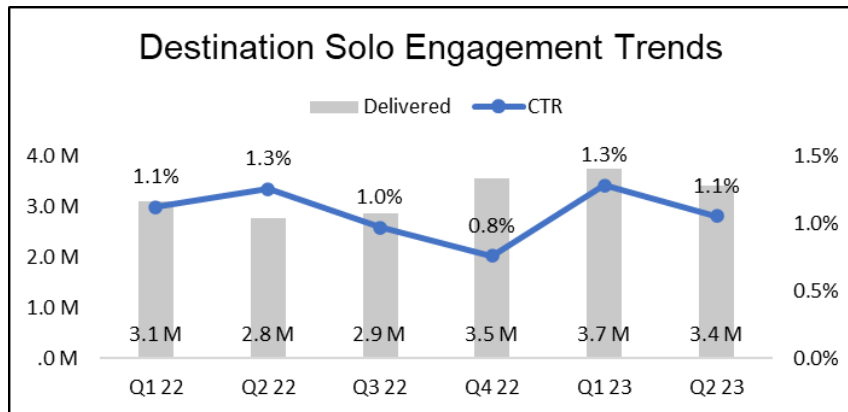
Q2 2023 Destination Solo Wins

- **Leveraged RTI content optimization technology** in the May and June Hero CTA to increase engagement and revenue; results pending
- **New map all-inclusive creative design** in April highlighted properties across the CALA region, and generated up to 5% of clicks +1.4 pts higher than Jan '23 module
- **Continued to increase personalization** through luxury and non-luxury versioning in May
- **Geo-targeted the stay longer module** in June to increase engagement and relevancy through 1-1 personalization
- **Featured new City Express** branded content to Mexico market in June to increase awareness and drive bookings, resulted in 2.5% of clicks
- **Continued use of RTI subject line optimizations;** insights leveraged each month to improve future mailings



Q2 2023 Destination Solo Performance Summary

- Deliveries in Q2 were slightly lower QoQ by 9%; markets updated each month to align with loyalty marketing strategies
- Even though click activity was -25% QoQ, the CTR still met the campaign goal of 1.1%; activity was impacted from sending slightly fewer mailings, plus stronger engagement in Q1 content: Jan destinations 5-pack module and Feb Global Promo offer
- May email drove Q2 financial trends and there was 9% more revenue from the luxury segments QoQ, which helped drive an overall Q2 email revenue lift of 2%
 - Revenue back to CALA properties increased in Q2 to 63.4% indicating accurately targeted audiences
 - Q2 revenue was +3.5% YoY and CALA attributed revenue percentage was +32.8 pts



2023 YTD Destinations Solo Performance Summary

Solos	23-Jan	23-Feb	23-Mar	Q1 '23	23-Apr	23-May	23-Jun	Q2 '23	Q2 v Q1	YTD
Delivered	1.2 M	1.3 M	1.3 M	3.7 M	1.0 M	1.3 M	1.1 M	3.4 M	-8.84%	7.1 M
Clicks	15.5 K	21.2 K	11.2 K	47.9 K	11.0 K	13.5 K	11.3 K	35.9 K	-25.15%	83.8 K
CTR	1.3%	1.6%	0.9%	1.3%	1.1%	1.0%	1.0%	1.1%	-0.23 pts.	1.2%
Unsub Rate	0.20%	0.17%	0.20%	0.19%	0.18%	0.27%	0.28%	0.25%	+0.06 pts.	0.22%
Bookings	40	110	37	187	29	63	34	126	-32.62%	313
Room Nights	104	265	82	451	76	198	116	390	-13.53%	841
Revenue	\$18.9 K	\$65.7 K	\$17.2 K	\$101.8 K	\$14.1 K	\$57.6 K	\$32.2 K	\$103.8 K	2.00%	\$205.6 K
Conversion	0.26%	0.52%	0.33%	0.39%	1.42%	0.47%	0.30%	0.35%	-0.04 pts.	0.37%
% Bkgs. To CALA	30.0%	20.9%	34.2%	23.8%	48.4%	46.9%	63.9%	51.9%	+28.08 pts.	32.4%
% Rev. to CALA	34.1%	28.6%	40.8%	30.6%	47.4%	70.8%	57.3%	63.4%	+32.81 pts.	43.2%

Strong engagement in destinations 5-pack module
 42% of clicks in Member version
 30% of clicks in Non-Member version

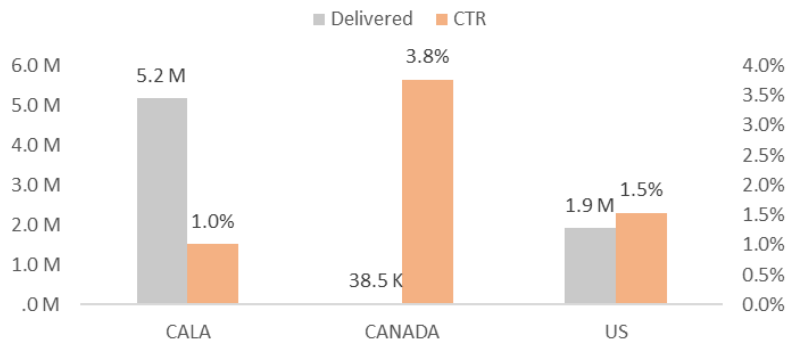
Featured Global Promo offer
 22% of clicks in Lux version
 41% of clicks in Non-Lux version

Strong engagement in brand & destination modules
 36% of clicks in Lux version hero branded 3-pack
 40% of clicks in Non-Lux version secondary destinations 5-pack

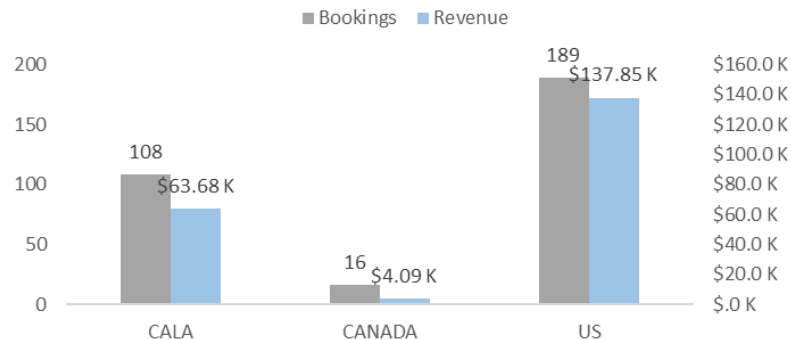
2023 YTD Destinations Solo Performance Charts

Jan-June 2023 Averages

Destination Solo Engagement by Region



Destination Solo Financials by Region



2023 YTD Destinations Solo Performance Summary

CALA:
CTR continued to be within range of 1.1% goal both qtrs.

47% of Q2 revenue from CALA residents went back to CALA props; at 52% YTD

US:
CTR continued to be at or above 1.1% goal both quarters

Q2 CALA contribution well above Q1 at 75%; a consistent trend increasing monthly - Continue targeting

Destinations Solo	Jan	Feb	Mar	Q1 2023	Apr	May	June	Q2 2023	YTD Total
REGION - CALA									
Delivered	876.2 K	922.8 K	1.0 M	2.8 M	740.1 K	879.0 K	796.8 K	2.4 M	5.2 M
Clicks	11.1 K	10.6 K	8.2 K	29.8 K	8.4 K	7.0 K	7.5 K	22.9 K	52.7 K
CTR	1.3%	1.1%	0.8%	1.1%	1.1%	0.8%	0.9%	0.9%	1.0%
Unsub Rate	0.21%	0.20%	0.22%	0.21%	0.19%	0.31%	0.32%	0.28%	0.24%
Bookings	14	24	18	56	18	14	20	52	108
Room Nights	31	55	38	124	51	45	68	164	288
Revenue	\$5.50 K	\$10.68 K	\$8.53 K	\$24.71 K	\$9.39 K	\$7.77 K	\$21.82 K	\$38.97 K	\$63.68 K
% Revenue to CALA	34.3%	61.0%	61.8%	57.1%	48.7%	57.7%	43.1%	47.4%	52.0%
REGION - CANADA									
Delivered	5.9 K	5.8 K	6.3 K	18.0 K	6.4 K	7.1 K	7.1 K	20.6 K	38.5 K
Clicks	238	452	190	880	167	267	137	571	1.5 K
CTR	4.0%	7.8%	3.0%	4.9%	2.6%	3.8%	1.9%	2.8%	3.8%
Unsub Rate	0.20%	0.26%	0.32%	0.26%	0.22%	0.41%	0.31%	0.32%	0.29%
Bookings	2	5	0	7	2	4	3	9	16
Room Nights	3	7	0	10	6	4	3	13	23
Revenue	\$146	\$1.69 K	\$0.00 K	\$1.84 K	\$1.65 K	\$410	\$189	\$2.25 K	\$4.09 K
% Revenue to CALA	66.6%	0.0%	---	2.8%	0.0%	79.0%	41.9%	17.9%	8.7%
REGION - US									
Delivered	291.3 K	371.2 K	292.7 K	1.0 M	240.9 K	405.7 K	325.2 K	1.0 M	1.9 M
Clicks	4.2 K	10.1 K	2.9 K	17.2 K	2.5 K	6.3 K	3.7 K	12.4 K	29.6 K
CTR	1.4%	2.7%	1.0%	1.8%	1.0%	1.5%	1.1%	1.3%	1.5%
Unsub Rate	0.17%	0.10%	0.13%	0.13%	0.14%	0.18%	0.19%	0.18%	0.15%
Bookings	24	81	19	124	9	45	11	65	189
Room Nights	70	203	44	317	19	149	45	213	530
Revenue	\$13.23 K	\$53.37 K	\$8.65 K	\$75.25 K	\$3.03 K	\$49.38 K	\$10.19 K	\$62.60 K	\$137.85 K
% Revenue to CALA	33.6%	22.7%	22.0%	23.8%	68.4%	72.8%	86.4%	74.9%	40.8%

Q2 2023 Destinations Solo Market Performance

Mexico, Caribbean_Lux, Mexico_English, and Aruba generated 80% of Q2 revenue

- May drove 60-100% of the revenue shown for Caribbean_Lux, Mexico_ENG, and Aruba
- June drove 77% of Mexico revenue shown

Most engaged markets were Bermuda at 3.2% CTR and 0% unsub rate and Curacao at 3.0% CTR and 0.17% unsub

Another strong performing market was Aruba with 2.7% CTR, 0.22% unsub, and \$15.3K was 15% of Q2 revenue

Markets to watch with high deliveries and 0 or 1 booking are Colombia and Brazil; consider looking into landing activity and ability to convert to better understand low financial activity

Q2 2023 Markets	Delivered	Clicks	CTR	Bookings	Room Nights	Revenue	Rev/Deliv.
MEXICO	1,441,032	10,865	0.8%	33	97	\$25,659	\$0.02
CARIBBEAN_LUX	101,345	1,285	1.3%	17	48	\$21,458	\$0.21
MEXICO_ENG	451,709	5,355	1.2%	31	91	\$20,268	\$0.04
ARUBA	84,747	2,269	2.7%	11	50	\$15,372	\$0.18
MEXICO_ENG_LUX	76,496	752	1.0%	6	24	\$7,458	\$0.10
PERU	162,172	1,638	1.0%	5	21	\$4,449	\$0.03
PUERTO_RICO	179,305	1,782	1.0%	7	21	\$2,659	\$0.01
MEXICO_LOCAL_SPA_LUX	7,541	72	1.0%	1	6	\$1,888	\$0.25
CHILE	95,303	1,457	1.5%	2	7	\$1,275	\$0.01
PANAMA	174,575	1,868	1.1%	5	11	\$1,253	\$0.01
MEXICO_US	76,744	985	1.3%	3	5	\$708	\$0.01
COSTA_RICA	72,922	1,390	1.9%	2	4	\$590	\$0.01
GUATEMALA	41,007	487	1.2%	1	3	\$453	\$0.01
BERMUDA	556	18	3.2%	1	1	\$283	\$0.51
BRAZIL	196,186	1,782	0.9%	1	1	\$54	\$0.00
GRAND_CAYMAN	16,259	375	2.3%	0	0	\$0	\$0.00
PARAGUAY	19,555	552	2.8%	0	0	\$0	\$0.00
MEXICO_LOCAL_ENG_LUX	2,349	23	1.0%	0	0	\$0	\$0.00
MEXICO_SPA_LUX	876	6	0.7%	0	0	\$0	\$0.00
CURACAO	4,076	122	3.0%	0	0	\$0	\$0.00
ST_THOMAS	6,633	187	2.8%	0	0	\$0	\$0.00
COLOMBIA	191,132	2,516	1.3%	0	0	\$0	\$0.00
Grand Total	3,402,520	35,786	1.1%	126	390	\$103,827	\$0.03

Q2 2023 Destination Solo: Monthly Mexico Market Performance

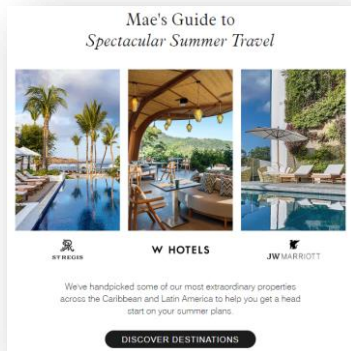
Q2 2023	Delivered	CTR	Revenue
April	633,858	1.08%	\$9,586.48
MEXICO	474,206	0.96%	\$5,420.74
MEXICO_ENG	133,639	1.38%	\$3,827.74
MEXICO_US	26,013	1.47%	\$338.00
May	739,638	1.38%	\$22,828.36
MEXICO	470,660	0.79%	\$574.00
MEXICO_ENG	157,986	2.92%	\$12,908.36
MEXICO_ENG_LUX	76,496	1.90%	\$7,458.00
MEXICO_LOCAL_ENG_LUX	2,349	1.45%	\$0.00
MEXICO_LOCAL_SPA_LUX	7,541	1.68%	\$1,888.00
MEXICO_SPA_LUX	876	1.48%	\$0.00
MEXICO_US	23,730	1.46%	\$0.00
June	683,251	0.77%	\$23,565.43
MEXICO	496,166	0.72%	\$19,663.79
MEXICO_ENG	160,084	0.88%	\$3,531.64
MEXICO_US	27,001	1.16%	\$370.00
Q2 23 Total	2,056,747	1.08%	\$55,980.27

Top Q2 2023 Content: Hero, Destinations and Offers

May

Lux Hero – 3pack

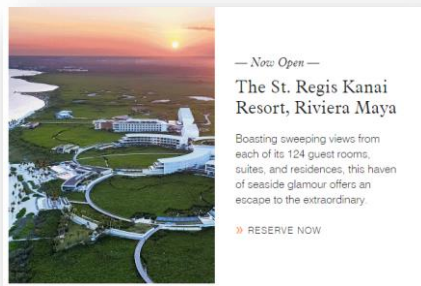
35.7% of click activity
Consistent across all markets
except MX Local ENG



May

Lux New Opening

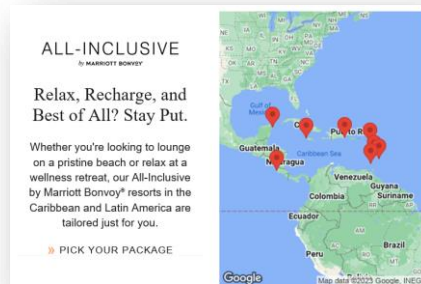
35% of click activity
for MX Local ENG and #2 most
clicked for other markets



April

All-Inclusive Map

4.6% of Member clicks; +1.1
pts from Jan '23
3.2% of Non-member clicks;
+1.4 pts from Jan '23

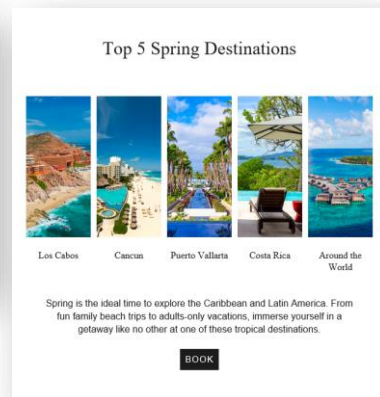


April, May, and June

5-pack

Avg of 34% to 72% of clicks

Consistently drove strong
engagement each month
regardless of placement



% of Clicks

April hero = 72%

May secondary = 40%

June secondary = 34%

May 3-Pack Hero – Lux Version


Lux




May 2023 3-Pack Hero

Lux	Caribbean	<i>The Ritz-Carlton</i>	7.5%
		<i>JW Marriott</i>	4.9%
		<i>The Luxury Collection</i>	4.1%
		<i>Discover Destinations CTA</i>	22.0%
		Module Clicks	633
		% of Module Clicks	38.5%
	Mexico ENG	<i>St. Regis</i>	5.5%
		<i>JW Marriott</i>	5.1%
		<i>W Hotels</i>	4.5%
		<i>Discover Destinations CTA</i>	16.2%
		Module Clicks	306
		% of Module Clicks	31.3%
	Mexico Local ENG	<i>JW Marriott</i>	3.2%
		<i>St. Regis</i>	3.2%
		<i>W Hotels</i>	0.0%
		<i>Discover Destinations CTA</i>	9.7%
		Module Clicks	5
		% of Module Clicks	16.1%
	Mexico Local SPA	<i>St. Regis</i>	7.1%
		<i>JW Marriott</i>	3.5%
		<i>W Hotels</i>	3.5%
		<i>Discover Destinations CTA</i>	23.0%
		Module Clicks	42
		% of Module Clicks	37.2%
	Mexico Local SPA	<i>JW Marriott</i>	20.0%
		<i>St. Regis</i>	10.0%
		<i>W Hotels</i>	0.0%
		<i>Discover Destinations CTA</i>	20.0%
		Module Clicks	5
		% of Module Clicks	50.0%
	Total Module Clicks		991
	Total % of Module Clicks		35.7%

Sample Creative

Mae's Guide to
Spectacular Summer Travel



We've handpicked some of our most extraordinary properties across the Caribbean and Latin America to help you get a head start on your summer plans.

[DISCOVER DESTINATIONS](#)

May 2023 5-Pack

Aruba

Aruba	19.9%
Turks and Caicos	14.1%
The Caribbean	5.6%
Around The World	2.1%
Mexico	1.3%
Module Clicks	750
% of Module Clicks	43.0%

Brasil

Brasil	20.5%
Alrededor del mundo	7.2%
Sudamérica	7.1%
Mexico	4.5%
Panamá	4.1%
Module Clicks	1,108
% of Module Clicks	43.4%

Colombia

Santa Marta	25.1%
México	7.8%
Costa Rica	6.4%
Alrededor del mundo	6.1%
Sudamérica	6.0%
Module Clicks	481
% of Module Clicks	51.3%

Costa Rica

Costa Rica	42.6%
Panamá	7.4%
México	5.6%
Alrededor del mundo	4.0%
Sudamérica	4.0%
Module Clicks	353
% of Module Clicks	63.5%

Curacao

The Caribbean	17.1%
Colombia	8.9%
Puerto Rico	4.1%
Around The World	3.4%
México	0.0%
Module Clicks	49
% of Module Clicks	33.6%

Total Module Clicks	5,969
Total % of Module Clicks	39.6%

May 5-Pack – Non-Lux

Aruba



Turks and Caicos Islands The Caribbean Aruba Mexico Around the World

Brazil



Brasil Panamá México Sudamérica Alrededor del mundo

Colombia



Santa Marta Costa Rica Sudamérica México Alrededor del mundo

Costa Rica



Costa Rica Panamá Sudamérica México Alrededor del mundo

Curacao



Puerto Rico Colombia The Caribbean México Around the World

May 2023 5-Pack			
Non-Lux	Grand Cayman	<i>The Caribbean</i>	10.5%
		<i>Costa Rica</i>	6.2%
		<i>Mexico</i>	2.2%
		<i>Colombia</i>	1.8%
		<i>Around The World</i>	1.8%
		Module Clicks	62
		% of Module Clicks	22.5%
	Mexico	<i>Playas de México</i>	16.6%
		<i>México</i>	7.0%
		<i>Costa Rica</i>	5.2%
		<i>Alrededor del mundo</i>	4.2%
		<i>Sudamérica</i>	2.7%
		Module Clicks	1,467
		% of Module Clicks	35.6%
	Mexico ENG	<i>Mexico</i>	9.2%
		<i>Costa Rica</i>	7.8%
		<i>Los Cabos</i>	6.6%
		<i>The Caribbean</i>	4.9%
		<i>Around The World</i>	3.8%
		Module Clicks	976
		% of Module Clicks	32.3%
	Mexico US	<i>Costa Rica</i>	8.4%
		<i>Playas de México</i>	7.6%
		<i>Sudamérica</i>	6.3%
		<i>Alrededor del mundo</i>	5.7%
		<i>México</i>	4.9%
		Module Clicks	121
		% of Module Clicks	33.0%
	Panama	<i>Colombia</i>	13.7%
		<i>México</i>	6.7%
		<i>Chile</i>	5.3%
		<i>Sudamérica</i>	4.4%
		<i>Alrededor del mundo</i>	3.7%
		Module Clicks	222
		% of Module Clicks	33.8%
	Peru	<i>Perú</i>	27.6%
		<i>Colombia</i>	9.5%
		<i>Alrededor del mundo</i>	8.9%
		<i>Sudamérica</i>	5.8%
		<i>México</i>	4.6%
		Module Clicks	380
		% of Module Clicks	56.4%
	Total Module Clicks		5,969
	Total % of Module Clicks		39.6%

May 5-Pack – Non-Lux (contd.)

Grand Cayman



Costa Rica Colombia The Caribbean Mexico Around the World

Mexico



Playas de México Costa Rica Sudamérica México Alrededor del mundo

Mexico ENG



Los Cabos Costa Rica The Caribbean Mexico Around the World

Mexico US



Playas de México Costa Rica Sudamérica México Alrededor del mundo

Panama



Chile Colombia Sudamérica México Alrededor del mundo

Peru



Perú Colombia Sudamérica México Alrededor del mundo

June 2023 5-Pack

Aruba

Costa Rica	20.0%
Curacao	6.7%
Around the World	6.7%
The Caribbean	0.0%
Cancun	0.0%
Module Clicks	5
% of Module Clicks	33.3%

Chile

Caribe	13.0%
Sudamérica	11.9%
Costa Rica	7.8%
Alrededor del mundo	6.1%
Panamá	5.5%
Module Clicks	398
% of Module Clicks	44.0%

Colombia

Caribe	10.5%
Panamá	8.3%
Costa Rica	6.7%
Alrededor del mundo	6.2%
Sudamérica	5.8%
Module Clicks	418
% of Module Clicks	37.5%

Costa Rica

San José	22.6%
Colombia	8.6%
Caribe	5.0%
Alrededor del mundo	3.8%
Sudamérica	2.0%
Module Clicks	186
% of Module Clicks	42.0%

El Salvador / Guatemala

Guatemala	13.9%
El Salvador	9.3%
Costa Rica	6.3%
Ciudad de México	6.1%
Alrededor del mundo	3.7%
Module Clicks	299
% of Module Clicks	39.3%

Total Module Clicks	3,961
Total % of Module Clicks	33.9%

June 5-Pack – CALA

Aruba



Curacao Costa Rica The Caribbean Cancun Around the World

Chile



Costa Rica Panamá Caribe Sudamérica Alrededor del mundo

Colombia



Costa Rica Panamá Caribe Sudamérica Alrededor del mundo

Costa Rica



San José Colombia Caribe Sudamérica Alrededor del mundo

El Salvador / Guatemala



El Salvador Guatemala Costa Rica México Alrededor del mundo

June 2023 5-Pack

June 5-Pack – CALA (contd.)

CALA

Mexico

Cancun	8.4%
Puerto Vallarta	8.1%
Los Cabos	6.4%
Sudamérica	4.4%
Ciudad de México	3.6%
Module Clicks	2126
% of Module Clicks	30.9%

Mexico ENG

Cancun	7.8%
The Caribbean	3.9%
Around the World	2.0%
Colombia	1.0%
Costa Rica	1.0%
Module Clicks	19
% of Module Clicks	18.6%

Panama

Costa Rica	6.7%
Sudamérica	5.6%
Alrededor del mundo	5.2%
Playas de México	5.0%
Peru	3.5%
Module Clicks	191
% of Module Clicks	26.0%

Peru

Lima	13.1%
Caribe	10.9%
Panama	6.9%
Alrededor del mundo	6.8%
Sudamérica	6.2%
Module Clicks	318
% of Module Clicks	43.9%

Puerto Rico

Los Cabos	16.7%
Turks and Caicos	0.0%
The Caribbean	0.0%
Aruba	0.0%
Around the World	0.0%
Module Clicks	1
% of Module Clicks	16.7%

Total Module Clicks	3,961
Total % of Module Clicks	33.9%

Mexico



Cancun Los Cabos Puerto Vallarta Ciudad de México Sudamérica

Mexico ENG



Cancun Costa Rica The Caribbean Colombia Around the World

Panamá



Peru Costa Rica Sudamérica México Beaches Alrededor del mundo

Perú



Cuzco Panamá Caribe Sudamérica Alrededor del mundo

Puerto Rico



Aruba Turks and Caicos Islands The Caribbean Los Cabos Around the World

June 2023 5-Pack

Aruba

<i>The Caribbean</i>	11.0%
<i>Curacao</i>	7.4%
<i>Costa Rica</i>	5.1%
<i>Around the World</i>	3.4%
<i>Cancun</i>	1.7%
Module Clicks	270
% of Module Clicks	28.5%

Mexico Eng

<i>Costa Rica</i>	7.7%
<i>Cancun</i>	7.4%
<i>The Caribbean</i>	6.0%
<i>Around the World</i>	4.2%
<i>Colombia</i>	3.7%
Module Clicks	584
% of Module Clicks	29.0%

Mexico US

<i>Sudamérica</i>	10.1%
<i>Cancun</i>	7.2%
<i>Los Cabos</i>	6.1%
<i>Puerto Vallarta</i>	3.8%
<i>Ciudad de México</i>	3.1%
Module Clicks	135
% of Module Clicks	30.3%

Puerto Rico

<i>Turks and Caicos</i>	7.4%
<i>The Caribbean</i>	6.0%
<i>Aruba</i>	3.9%
<i>Los Cabos</i>	3.8%
<i>Around the World</i>	3.3%
Module Clicks	289
% of Module Clicks	24.3%

St. Thomas

<i>St. Thomas</i>	16.1%
<i>The Caribbean</i>	7.1%
<i>Puerto Rico</i>	3.9%
<i>Colombia</i>	1.2%
<i>Mexico</i>	0.4%
Module Clicks	73
% of Module Clicks	28.7%

Total Module Clicks	1,351
Total % of Module Clicks	27.9%

June 5-Pack – US/CAN

Aruba



Curacao

Costa Rica

The Caribbean

Cancun

Around the World

Mexico ENG



Cancun

Costa Rica

The Caribbean

Colombia

Around the World

Mexico US



Cancun

Los Cabos

Puerto Vallarta

Ciudad de México

Sudamérica

Puerto Rico



Aruba

Turks and Caicos Islands

The Caribbean

Los Cabos

Around the World

St. Thomas



Puerto Rico

Colombia

St. Thomas

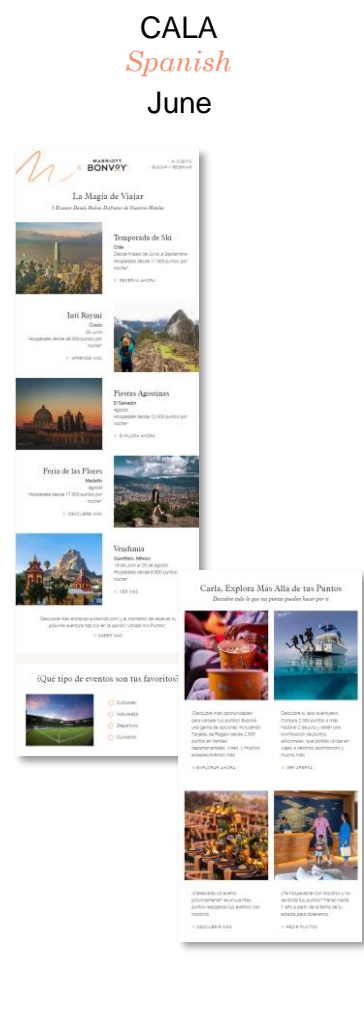
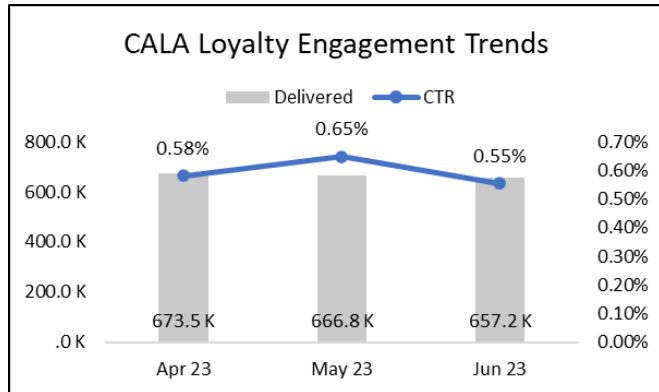
Mexico

The Caribbean

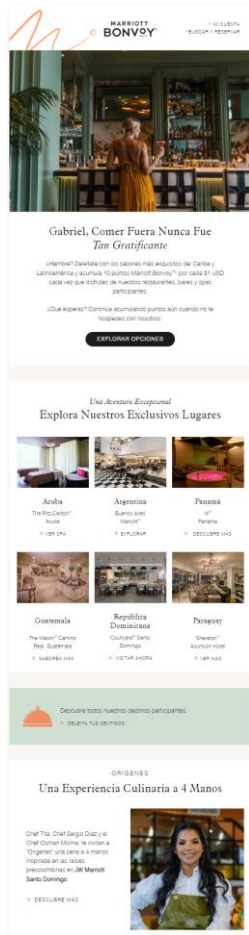
CALA Loyalty

Q2 2023 CALA Loyalty Solo Performance Summary

- Marriott is currently loading Q2 CALA loyalty solo performance & booking data into Contact History, so PCM reporting from Epsilon was used for this email review
- CTRs were closely aligned each month even with small changes in delivery counts
 - May had the highest engagement in Q2 only 0.1 pts above April and June
- Additional insights provided once more data becomes available

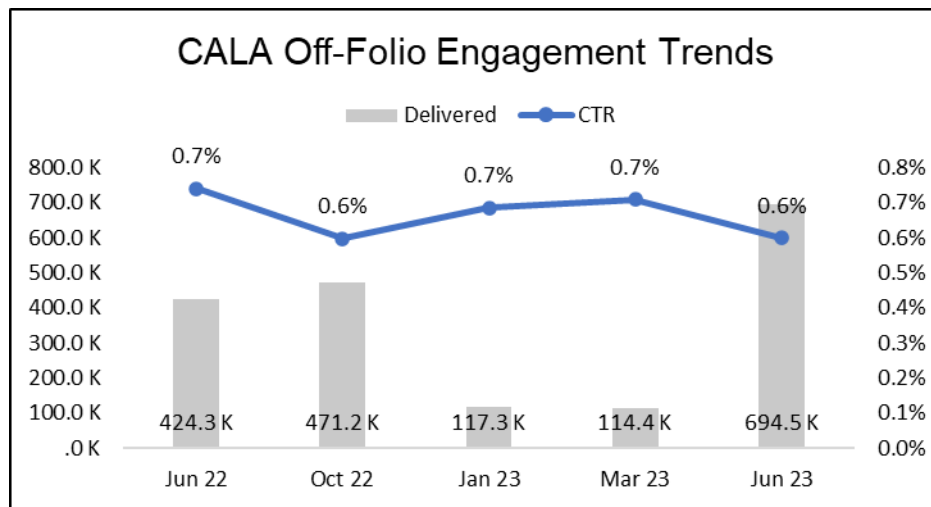


CALA Off-Folio



CALA Off-Folio Performance Summary

- Marriott is currently loading June '23 CALA Off-Folio solo performance & booking data into Contact History, so PCM reporting from Epsilon was used for this email review
- Preliminary results show CTR engagement was consistent each month even with the changes in delivery counts and targeting; June CTR was down 0.1 pts MoM
- Additional insights provided once more data becomes available



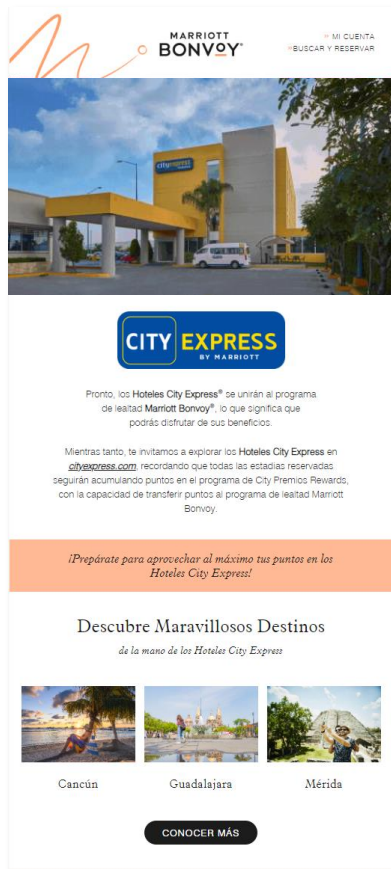
June Member Creative

CALA City Express

CALA City Express Performance Summary

- Marriott is currently loading the June '23 CALA City Express solo performance & booking data into Contact History, so PCM reporting from Epsilon was used for this email review
- Preliminary results show CTR of 0.47%; engagement was lower due to fewer call-to-action buttons
 - Most recent Project Max announcement email featuring the new MGM Collection partnership with Marriott Bonvoy generated a preliminary CTR of 0.85%
- Additional insights provided once more data becomes available

Metrics	June 2023
Delivered	339.7 K
Clicks	1.6 K
CTR	0.47%

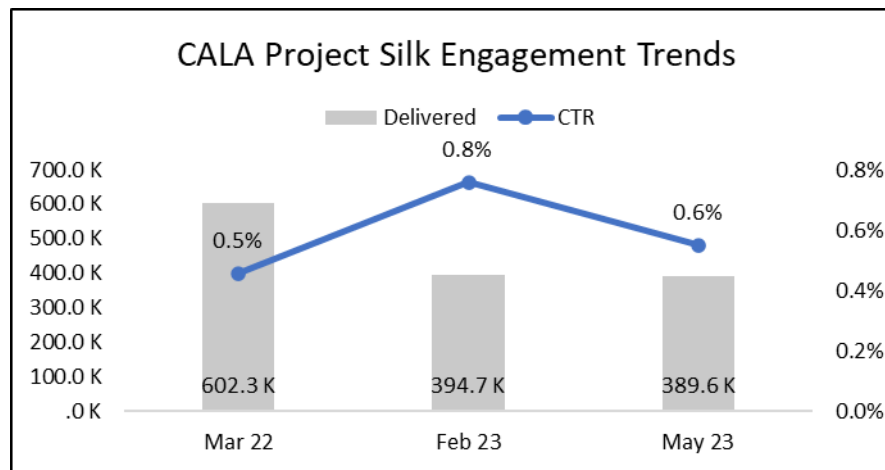


CALA Project Silk



CALA Project Silk Performance Summary

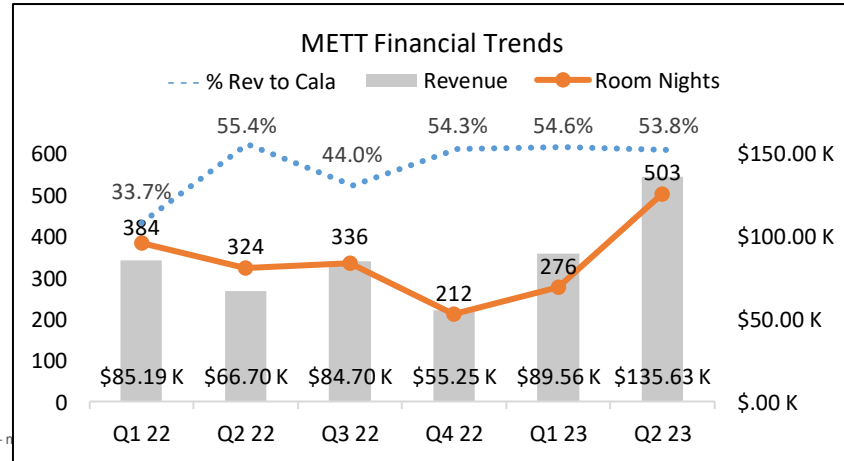
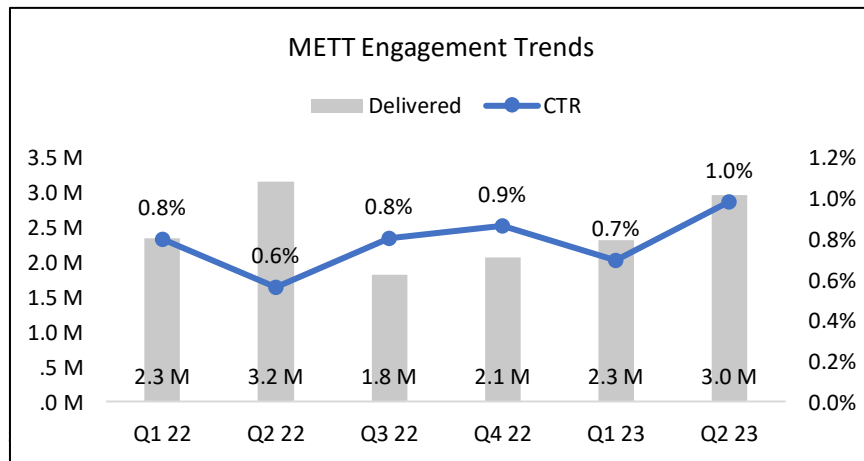
- Marriott is currently loading the May '23 CALA Project Silk solo performance & booking data into Contact History, so PCM reporting from Epsilon was used for this email review
- Preliminary results show CTR was down 0.2 pts. from the last Feb '23 mailing; delivery volume was consistent MoM
- Additional insights provided once more data becomes available



METT Emails

Q2 METT Performance Summary

- CTR of 1.0% +0.3 pts QoQ; lift was driven by significant increases in May and June
 - May CTR was a 1.7% which is the highest combined CTR for METT campaigns in all of 2022 and 2023; CALA Lux US CTR was 3.8% and CALA Summer US was 5.6% significantly lifting the monthly CTR
 - June had multiple high performers with above average revenue and engagement contributing to the quarterly increase including CALA Casa Lux (3.4%) and CALA CUNXR (3.1%)
- Higher engagement positively impacted Q2 revenue +51% QoQ, resulting in the highest quarterly revenue since 2021; May revenue was also the highest single month revenue in '21 and '22
 - Revenue was up in May and June led by several key campaigns including CALA Lux US in May, CALA Aruba US in June and CALA Lux Mexico Beaches in June
 - CALA Lux US METT in May generated \$69.2K in revenue which was 51% of the total quarterly revenue
 - Attributed revenue continue to remain above 50% with April and May both generating over 59% of revenue back to CALA properties



May METT Performance Summary

- May revenue attributed to CALA properties was 59.5% which was the second highest of the quarter
- Summer campaigns targeting both CALA and US audiences were successful in generating revenue to CALA properties, recommend to continue promoting CALA summer travel to both US and CALA audiences
- 61% of revenue from the CALA Lux US METT went back to CALA properties and was targeted to 100% NA audiences
- The remaining two drivers of revenue back to CALA properties targeted 100% CALA audiences

Campaign Name	Sent	Delivered	Bounced	Bounce Rate	Clicks	CTR	Bookings	Room Nights	Revenue	Rev/Delv	% of Rev to CALA
CALA_Lux_US_2023May26	168.2 K	168.0 K	255	0.15%	6.4 K	3.8%	49	125	\$69.2 K	\$0.41	61.1%
CALA:SCL_Por_2023May19	88.7 K	85.4 K	3.3 K	3.75%	145	0.2%	0	0	\$0	\$0.00	
CALA_LuxSummer_US_2023May19	82.2 K	81.8 K	449	0.55%	183	0.2%	4	11	\$2.0 K	\$0.02	0%
CALA_Casa1_Spa_2023May19	65.9 K	63.9 K	1.9 K	2.93%	257	0.4%	4	26	\$2.6 K	\$0.04	69.7%
CALA_Casa2_Spa_2023May19	64.7 K	62.7 K	2.0 K	3.14%	230	0.4%	1	7	\$2.2 K	\$0.03	100.0%
CALA_Car_US_2023May19	58.3 K	57.1 K	1.2 K	2.08%	142	0.2%	1	3	\$509	\$0.01	0%
CALA_Summer2_US_2023May26	46.6 K	46.3 K	268	0.58%	2.6 K	5.6%	3	5	\$850	\$0.02	0%
CALA_AI_US_2023May19	16.1 K	14.3 K	1.8 K	10.93%	146	1.0%	0	0	\$0	\$0.00	
CALA_Car_US_2023May19	58.3 K	57.1 K	1.2 K	2.08%	142	0.2%	1	3	\$509	\$0.01	0%
CALA_AI_US_2023May19	16.1 K	14.3 K	1.8 K	10.93%	146	1.0%	0	0	\$0	\$0.00	

June METT Performance Summary

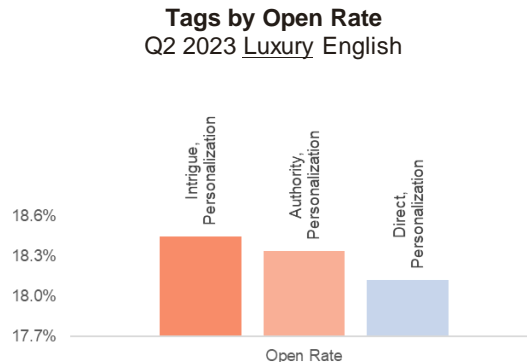
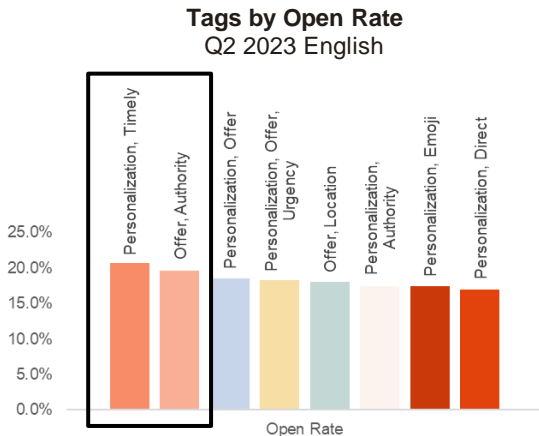
- June CALA revenue decreased MoM by 19.3 pts with revenue coming from significantly more campaigns than when compared to April and May with more variance in attribution and targeting
- 3 out of 4 campaigns that generated a majority of revenue to CALA were targeted to 100% CALA audiences indicating CALA audiences are booking a majority of their activity in CALA properties, continue to target local audiences
- Campaigns that targeted mostly US audiences in June resulted in less revenue back to CALA than CALA focused campaigns indicating that April and May are more favorable times to target US audiences for CALA bookings

Campaign Name	Sent	Delivered	Bounced	Bounce Rate	Clicks	CTR	Bookings	Room Nights	Revenue	Rev/Delv	% of Rev to CALA
CALA_Mex_Eng_2023June9	220.4 K	218.0 K	2436	1.11%	.8 K	0.4%	5	17	\$3.1 K	\$0.01	0.0%
CALA_Aruba_US_2023June23	181.3 K	179.8 K	1.4 K	0.79%	1254	0.7%	15	33	\$10,047	\$0.06	58.6%
CALA_Casa_US_2023June23	173.7 K	167.0 K	6739	3.88%	182	0.1%	3	3	\$3.3 K	\$0.00	0.0%
CALA_Caribbean_US_2023June23	167.0 K	164.8 K	2.3 K	1.35%	3114	1.9%	2	2	\$5.5 K	\$0.00	0.0%
CALA_Mex_Lux_Bea_Eng_2023June9	157.1 K	156.6 K	.5 K	0.31%	1290	0.8%	14	43	\$8.3 K	\$0.05	2.9%
CALA_Mex_Pride_2023Jun2	134.3 K	126.3 K	8.0 K	5.96%	719	0.6%	8	23	\$7,032	\$0.06	96.1%
CALA_CASA_Lux_Eng_2023Jun2	126.3 K	125.7 K	564	0.45%	4.3 K	3.4%	18	43	\$7,114	\$0.06	32.9%
CALA_Panama_EMEA_2023June23	99.3 K	99.0 K	.4 K	0.35%	109	0.1%	1	1	\$36	\$0.00	0.0%
CALA_AI_US_2023June9	83.2 K	82.1 K	1.1 K	1.33%	264	0.3%	0	0	\$0	\$0.00	
CALA_Portuguese_2023June23	82.6 K	80.7 K	1941	2.35%	.3 K	0.4%	0	0	\$0	\$0.00	
CALA_Bra_Por_2023Jun2	74.7 K	72.6 K	2.1 K	2.79%	322	0.4%	3	18	\$1,464	\$0.02	100.0%
CALA_MexCity_Lux_2023Jun2	67.3 K	67.0 K	.2 K	0.33%	1202	1.8%	5	8	\$1,434	\$0.02	0.0%
CALA_CASA_Pride_2023Jun2	67.3 K	66.0 K	1263	1.88%	.3 K	0.4%	4	9	\$1,133	\$0.02	79.4%
CALA_Mexico_2023June23	64.4 K	63.7 K	.8 K	1.17%	409	0.6%	4	19	\$2,232	\$0.04	3.0%
CALA_CUNXR_Spa_2023Jun9	24.6 K	24.4 K	.2 K	0.90%	767	3.1%	0	0	\$0	\$0.00	
CALA_GEOMC_Guyana_2023June23	2.5 K	2.4 K	100	4.01%	.0 K	1.1%	0	0	\$0	\$0.00	

Testing & Optimization

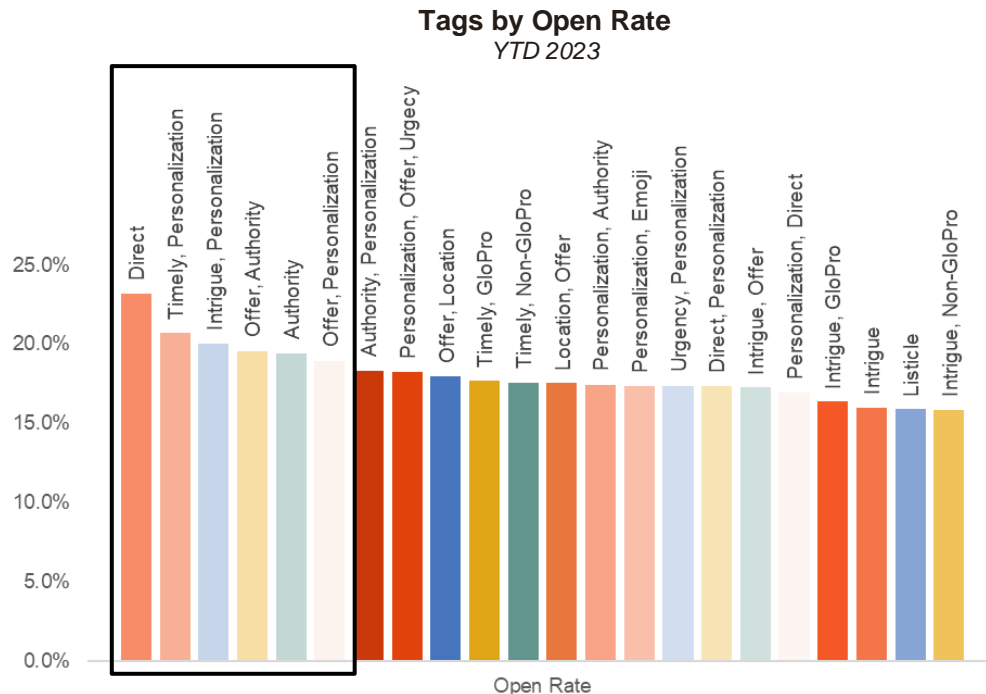
Q2 2023 Destination Solo: RTI Subject Line Performance Results

- Top performing tags for English audiences:
 - **Personalization, Timely** | “Hurry, Cindy! Your Resort Credit Expires Soon...” (May)
 - **Offer, Authority** | “INSIDE: How to Redeem Your Resort Credit” (May)
- Top performing luxury tag for English audiences
 - **Intrigue, Personalization** | “Your Summer Travel Guide Has Landed, Cindy” (May)
 - Direct tag was a top performer in January '23 for luxury English and Spanish | “Especially for You, Beth”
- Continue optimizations through Q3 using current tags; re-evaluate in Q4



YTD 2023 Destination Solo: RTI Subject Line Performance Results

YTD 2023 (all tags)	Delivered	Opens	Open Rate
Direct	26,999	6,263	23.2%
Timely, Personalization	35,549	7,361	20.7%
Intrigue, Personalization	56,943	11,387	20.0%
Offer, Authority	35,826	7,004	19.6%
Authority	27,022	5,249	19.4%
Offer, Personalization	182,082	34,529	19.0%
Authority, Personalization	29,692	5,444	18.3%
Personalization, Offer, Urgency	31,212	5,691	18.2%
Offer, Location	31,435	5,656	18.0%
Timely, GloPro	169,880	30,110	17.7%
Timely, Non-GloPro	29,658	5,219	17.6%
Location, Offer	147,070	25,818	17.6%
Personalization, Authority	31,426	5,483	17.4%
Personalization, Emoji	31,291	5,436	17.4%
Urgency, Personalization	147,786	25,629	17.3%
Direct, Personalization	413,443	71,682	17.3%
Intrigue, Offer	147,597	25,564	17.3%
Personalization, Direct	31,421	5,328	17.0%
Intrigue, GloPro	171,222	28,033	16.4%
Intrigue	211,445	33,738	16.0%
Listicle	212,164	33,731	15.9%
Intrigue, Non-GloPro	29,677	4,712	15.9%



Actionable Insights & Next Steps

Actionable Insights

- Refresh Q2 regional solo data once contact history updates are complete
- Continue monitoring unsub rate trends
- Continuing to migrate METT campaigns over to PCM; will monitor engagement trends using new targeting model
- Track mobile app downloads each month after updates to brand voice are made; update 2023 benchmark
- Look for more opportunities to leverage map creative in Destinations solo or other campaigns to lift engagement & showcase locations
- Continue targeting US audiences in Destinations solo and versioning for luxury segments as these audiences show strong engagement in the email content
- Markets to watch in Destinations solo with high deliveries and 0 or 1 booking are Colombia and Brazil; consider looking into landing activity and ability to convert to better understand low financial activity
- Recommend to continue promoting CALA summer travel in METTs to both US and CALA audiences since these messages drive more revenue back to CALA properties
- Continue RTI subject line optimizations through Q3 using current tags; re-evaluate in Q4

Thank you!

MARRIOTT
BONVOY®

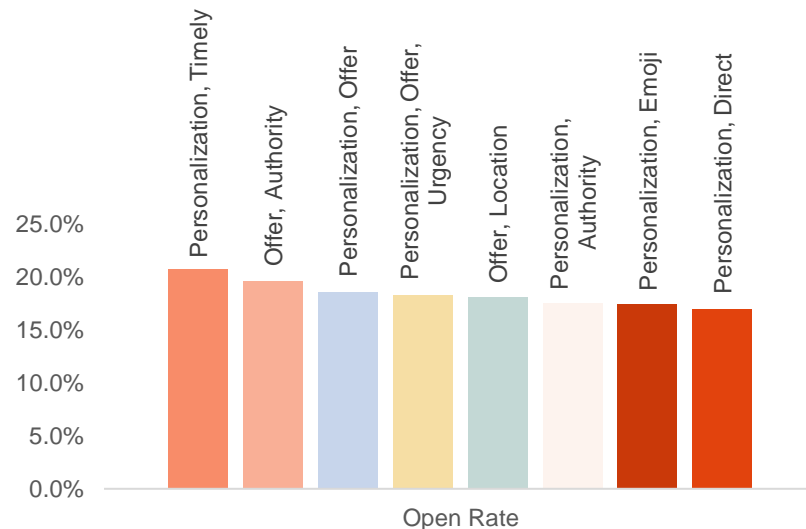


Appendix

Q2 2023 Destination Solo: RTI Subject Line Performance Results

Q2 2023 (English)	Delivered	Opens	Open Rate
Personalization, Timely	35,549	7,361	20.7%
Offer, Authority	35,826	7,004	19.6%
Personalization, Offer	35,584	6,605	18.6%
Personalization, Offer, Urgency	31,212	5,691	18.2%
Offer, Location	31,435	5,656	18.0%
Personalization, Authority	31,426	5,483	17.4%
Personalization, Emoji	31,291	5,436	17.4%
Personalization, Direct	31,421	5,328	17.0%

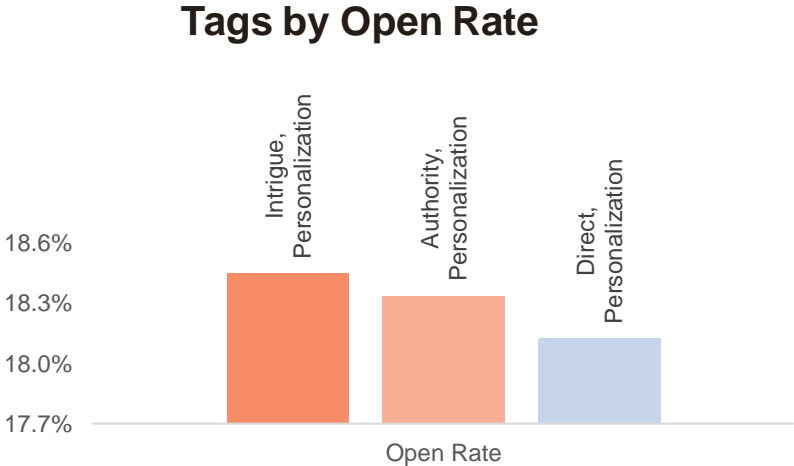
Tags by Open Rate



Q2 2023 Destination Solo: RTI Subject Line Performance Results

Luxury English

Q2 2023 (Luxury English)	Delivered	Opens	Open Rate
Intrigue, Personalization	30,001	5,534	18.4%
Authority, Personalization	29,692	5,444	18.3%
Direct, Personalization	30,275	5,487	18.1%



Q2 RTI Subject Line Performance Results

Month	Language	Subject Line	Tags	Open Rate
May '23	English	Our Gift to [Fname][You]: Enjoy up to a \$100 Resort Credit!	(Offer)(Personalization)	18.56%
		INSIDE: How to Redeem Your Resort Credit	(Offer)(Authority)	19.55%
		Hurry[,Fname]! Your Resort Credit Expires Soon . . .	(Timely)(Personalization)	20.71%
	Luxury English	Your Summer Travel Guide Has Landed[, Fname]	(Intrigue)(Personalization)	18.45%
		Summer Travel Destinations You Need to Know Now[, Fname]	(Authority)(Personalization)	18.33%
		Travel in Style This Summer[, Fname]	(Direct)(Personalization)	18.12%

CALA Escapes Performance Summary

CALA Escapes Solos	Jan 23	Feb 23	Mar 23	Q1 '23	QoQ	Apr 23	MoM
Delivered	94.5 K	87.0 K	88.6 K	270.1 K	-18.71%	158.0 K	78.27%
Clicks	1.1 K	1.2 K	1.6 K	3.9 K	-3.90%	1.2 K	-21.71%
CTR	1.2%	1.4%	1.8%	1.5%	+0.22 pts.	0.8%	-0.99 pts.
Unsub Rate	0.12%	0.15%	0.13%	0.13%	+0.01 pts.	0.13%	-0.00 pts.
Bookings	8	11	22	41	36.67%	10	-54.55%
Room Nights	30	49	45	124	87.88%	25	-44.44%
Revenue	\$7,171.30	\$7.7 K	\$9.7 K	\$24.6 K	160.43%	\$4.0 K	-58.24%
Conversion	0.70%	0.90%	1.41%	1.05%	+0.31 pts.	0.82%	-0.59 pts.
% Bkgs. To CALA	87.50%	45.5%	50.0%	53.85%	-8.94 pts.	40.00%	-10.00 pts.
% Rev. to CALA	66.16%	40.0%	13.8%	37.95%	-12.82 pts.	37.43%	+23.64 pts.

METT Performance Summary

METTs	23-Jan	23-Feb	23-Mar	Q1 2023	23-Apr	23-May	23-Jun	Q2 2023	QoQ
Delivered	599.3 K	533.5 K	1.2 M	2.3 M	681.3 K	579.5 K	1.7 M	3.0 M	+27.5%
Clicks	5.3 K	2.9 K	7.9 K	16.1 K	3.6 K	10.1 K	15.4 K	29.0 K	+80.3%
CTR	0.9%	0.5%	0.7%	0.7%	0.5%	1.7%	0.9%	1.0%	+0.3 pts.
Unsub Rate	0.13%	0.11%	0.16%	0.14%	0.19%	0.32%	0.54%	0.41%	+0.3 pts.
Bookings	17	35	57	109	38	62	82	182	+67.0%
Room Nights	47	98	131	276	107	177	219	503	+82.2%
Revenue	\$14.8 K	\$20.5 K	\$54.2 K	\$89.6 K	\$15.5 K	\$77.4 K	\$42.7 K	\$135.6 K	+51.4%
Conversion	0.32%	1.22%	0.72%	0.68%	1.07%	0.61%	0.53%	0.63%	-0.1 pts.
% Rev. to CALA	58.0%	34.8%	75.7%	54.6%	59.5%	59.9%	40.6%	53.8%	-0.8 pts.

April Destination Solo Member Heatmap

- Hero navigation 5-pack captured 71% of engagement from members and over 80% with some markets, recommend to continue to try additional high performing module treatments in the hero to lift engagement
 - 5-pack treatment represents an opportunity to lift engagement in other modules and support additional initiatives, recommend to look for opportunities to use the multi-pack treatment for other content
- All-inclusive content was a strong click-catcher ranging from 2% to 7% of clicks

Modules / % of Clicks	BERMUDA	CHILE	COLOMBIA	COSTA_RICA	GRAND_CAYMAN	MEXICO	MEXICO_ENG	MEXICO_US	PANAMA	PARAGUAY	PERU	PUERTO_RICO	Grand Total
Header	12.0%	3.8%	4.1%	5.1%	13.9%	12.2%	13.1%	9.2%	8.3%	3.9%	5.6%	10.0%	9.1%
Recent Stay/Upcoming Trip Banner	0.0%	0.0%	0.5%	0.3%	0.0%	0.9%	1.1%	1.0%	0.1%	0.2%	0.1%	1.0%	0.6%
Hero – Top Spring Destinations (5-pack)	72.0%	79.3%	81.3%	86.4%	67.4%	62.8%	68.2%	72.8%	74.8%	82.5%	74.7%	72.1%	71.5%
Member Perks Module	0.0%	0.1%	0.2%	0.9%	0.0%	0.5%	0.0%	0.0%	0.7%	0.2%	0.4%	0.0%	0.3%
3-Pack	4.0%	2.7%	2.0%	0.1%	4.3%	6.1%	5.0%	3.0%	2.3%	1.9%	3.9%	3.7%	4.0%
Travel Your Way	8.0%	5.5%	4.0%	2.6%	7.5%	5.4%	7.4%	5.8%	3.5%	2.8%	6.3%	8.8%	5.4%
Off Folio	0.0%	1.0%	0.6%	0.4%	0.0%	0.6%	0.0%	0.2%	0.7%	0.0%	1.4%	0.0%	0.5%
All-Inclusive	4.0%	4.6%	3.4%	2.2%	7.0%	4.8%	6.0%	5.6%	2.8%	2.8%	4.9%	6.7%	4.6%
Moments	4.0%	0.0%	0.0%	0.0%	0.5%	0.0%	1.3%	0.0%	0.0%	0.0%	0.0%	2.0%	0.3%
Traveler	4.0%	1.5%	1.8%	1.2%	3.2%	0.9%	1.0%	0.4%	2.9%	1.5%	2.9%	2.6%	1.5%
Mobile App	0.0%	0.6%	0.7%	0.0%	0.0%	1.0%	0.3%	1.0%	0.6%	0.0%	0.4%	0.2%	0.6%
Footer	0.0%	6.6%	5.9%	3.8%	3.7%	11.2%	5.0%	7.8%	7.0%	7.1%	5.6%	2.6%	7.5%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

April Destination Solo Nonmember Heatmap

- While the hero 5-pack was the top clicked module for nonmembers as well as members the overall share was less with nonmembers
 - Greater share of engagement went to the offer content with nonmembers, recommend to leverage this insight to highlight offers as a member benefit to nonmembers

Modules	BERMUDA	CHILE	COLOMBIA	COSTA_RICA	GRAND_CAYMAN	MEXICO	MEXICO_ENG	PANAMA	PARAGUAY	PERU	PUERTO_RICO	Grand Total
Header	100.00%	0.00%	28.57%	0.00%	22.73%	16.50%	7.05%	6.32%	5.58%	0.00%	16.04%	12.19%
Recent Stay/Upcoming Trip Banner	0.00%	0.00%	0.00%	0.00%	0.00%	0.27%	1.48%	0.37%	0.00%	0.00%	0.37%	0.53%
Hero – Top Spring Destinations (5-pack)	0.00%	55.00%	57.14%	95.65%	59.09%	52.23%	50.65%	65.80%	76.74%	100.00%	66.42%	57.55%
Join Now	0.00%	5.00%	0.00%	0.00%	4.55%	2.01%	2.04%	0.37%	0.93%	0.00%	0.75%	1.62%
3-Pack	0.00%	10.00%	7.14%	0.00%	0.00%	3.83%	4.27%	3.72%	3.72%	0.00%	0.00%	3.48%
Travel Your Way	0.00%	5.00%	0.00%	4.35%	0.00%	4.01%	5.19%	2.60%	2.33%	0.00%	2.99%	3.81%
<i>Off Folio</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>4.35%</i>	<i>0.00%</i>	<i>0.64%</i>	<i>0.00%</i>	<i>0.37%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.36%</i>
All-Inclusive	0.00%	5.00%	0.00%	0.00%	0.00%	3.37%	3.90%	2.23%	2.33%	0.00%	2.99%	3.16%
<i>Moments</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>1.30%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.28%</i>
Traveler	0.00%	0.00%	0.00%	0.00%	4.55%	0.73%	1.30%	2.60%	1.40%	0.00%	0.75%	1.13%
Mobile App	0.00%	0.00%	7.14%	0.00%	0.00%	1.37%	0.37%	1.12%	1.86%	0.00%	0.00%	1.01%
Footer	0.00%	25.00%	0.00%	0.00%	9.09%	19.33%	29.13%	17.47%	7.44%	0.00%	13.06%	19.20%
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%