THE RITZ-CARLTON

October 2022 Email Review

October 19, 2022

The Ritz-Carlton, Bachelor Gulch

October 1st Newsletter Creative: U.S. Version

Theme: Mountain and Outdoors

Subject Line (Used PCIQ Optimization):

- (Direct) INSIDE THE RITZ-CARLTON: Exquisite Mountain Escapes
- (Authority) INSIDE THE RITZ-CARLTON: Your Guide to Getting Away Mountainside
- (Listicle) INSIDE THE RITZ-CARLTON: 4 Slopeside Sanctuaries
- (Intrigue) INSIDE THE RITZ-CARLTON: Your Mountain Escape Awaits
- (Question) INSIDE THE RITZ-CARLTON: Do you have a mountain escape on your mind?

Pre-Header:

Plus, explore enriching travel, outdoor adventures for the family, and more

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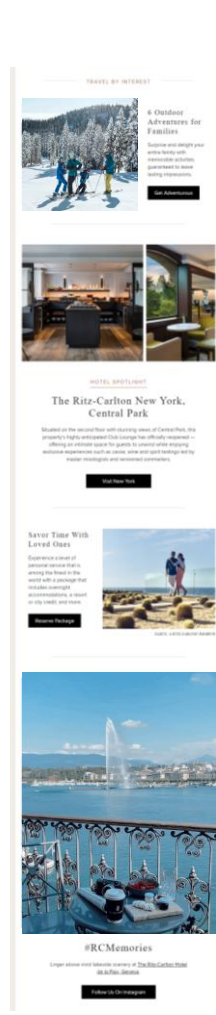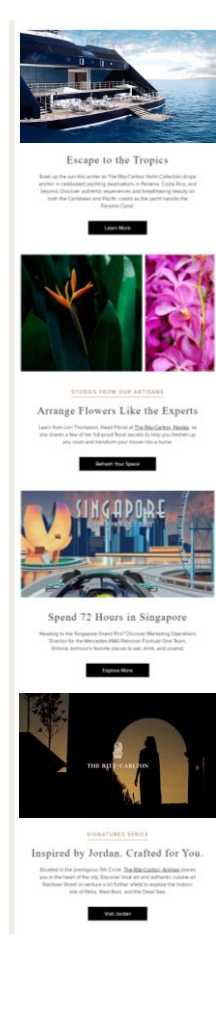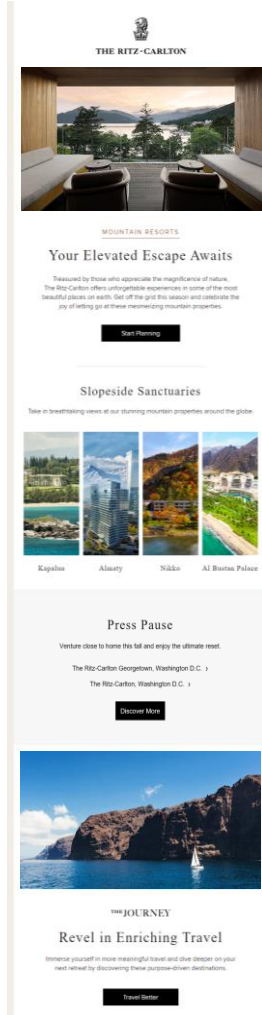
Performance Summary: October 2022

- Click engagement was comparable to September (within .1pt.); with varied levels of engagement with offer and editorial content; seasonality also impacting shifts in engagement as we move into Q4
  - o Offer content performance decreased in October with Reconnect Package generating .5% of clicks whereas in September Journey by Spa Rejuvenate You Package had 1.1% of clicks
  - o Editorial content engagement more varied in which L1, L2A and Everyone Else audience having higher engagement levels through end of email
- YoY decline in engagement of 1.0pt for CTR; continues to be impacted by multiple factors including shift in audience make-up and offer performance
- Unsub rate remains very healthy into October trending similar YTD; at .20% Bonvoy benchmark
- Yacht module saw stronger level of engagement across all luxury segment and non-luxury segment levels; 9.3% of clicks for October overall

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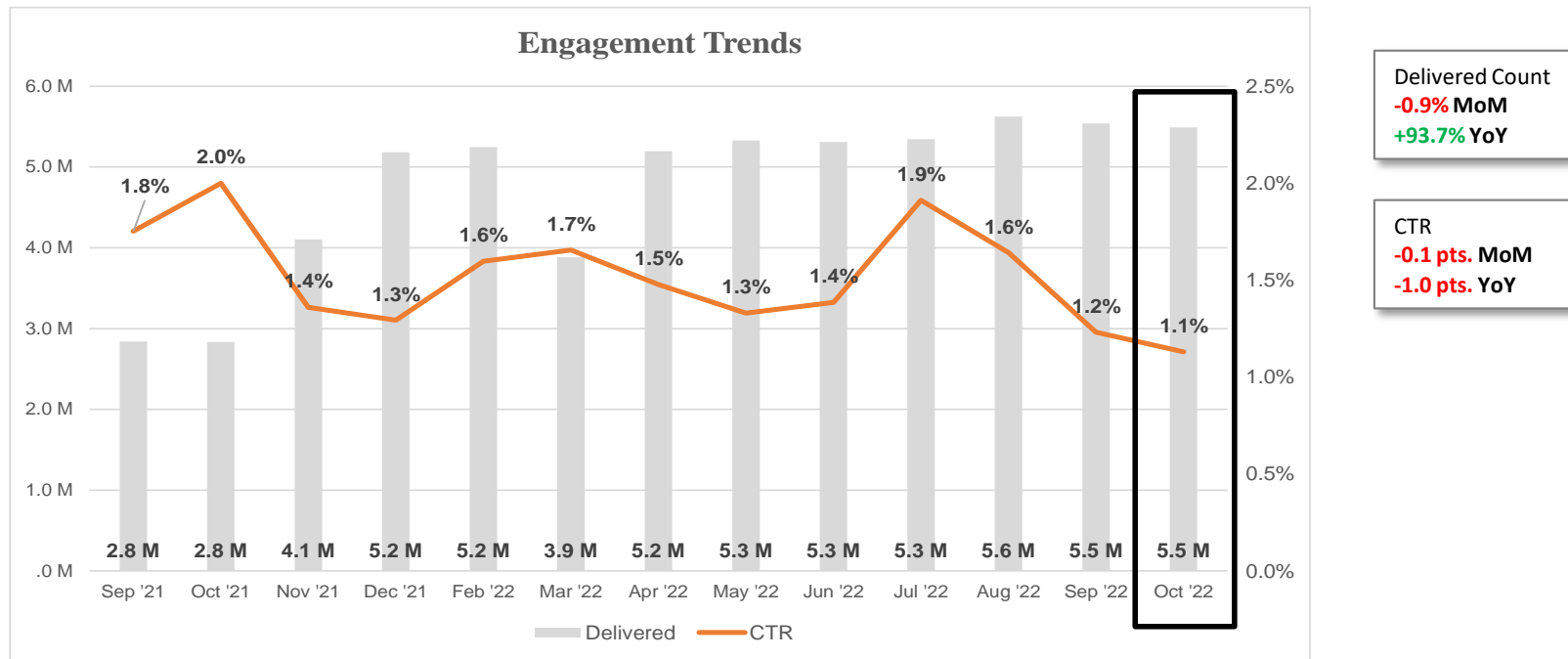# Performance Summary: Compared to 12-Month Avg.

- Delivered volume continues to remain higher in comparison to 12-month average with new luxury segment addition in November of last year:
  - + 16.8% for delivered counts

- As we get closer to full 12-month of luxury segment inclusion gap in delivered and click volume continues to decrease YoY; with onset of campaign seeing very high CTR
  - +0.7% increase in click counts YoY

- Unsub rate continues to remain comparable to average; in line with Bonvoy avg. benchmark of 0.20%; stronger in comparison to YoY and 12-month average

- Reassess benchmarks upon reaching 12-month threshold of luxury segment audience inclusion

	Oct-22	MoM	YoY	vs. Avg.
Delivered	5.5 M	-0.9% (-47.5 K)	+93.7% (+2.7 M)	+16.8% (+788.2 K)
Clicks	62.1 K	-8.9% (-6.1 K)	+0.7% (+0.4 K)	-14.0 % (-10.5 K)
CTR	1.1%	-0.1 pts.	-1.0 pts.	-0.4 pts.
Unsub Rate	0.20%	+0.05 pts.	-0.07 pts.	-0.02 pts.

October 2022 vs. Rolling 12-Month Average (Sep 2021-Sep 2022)
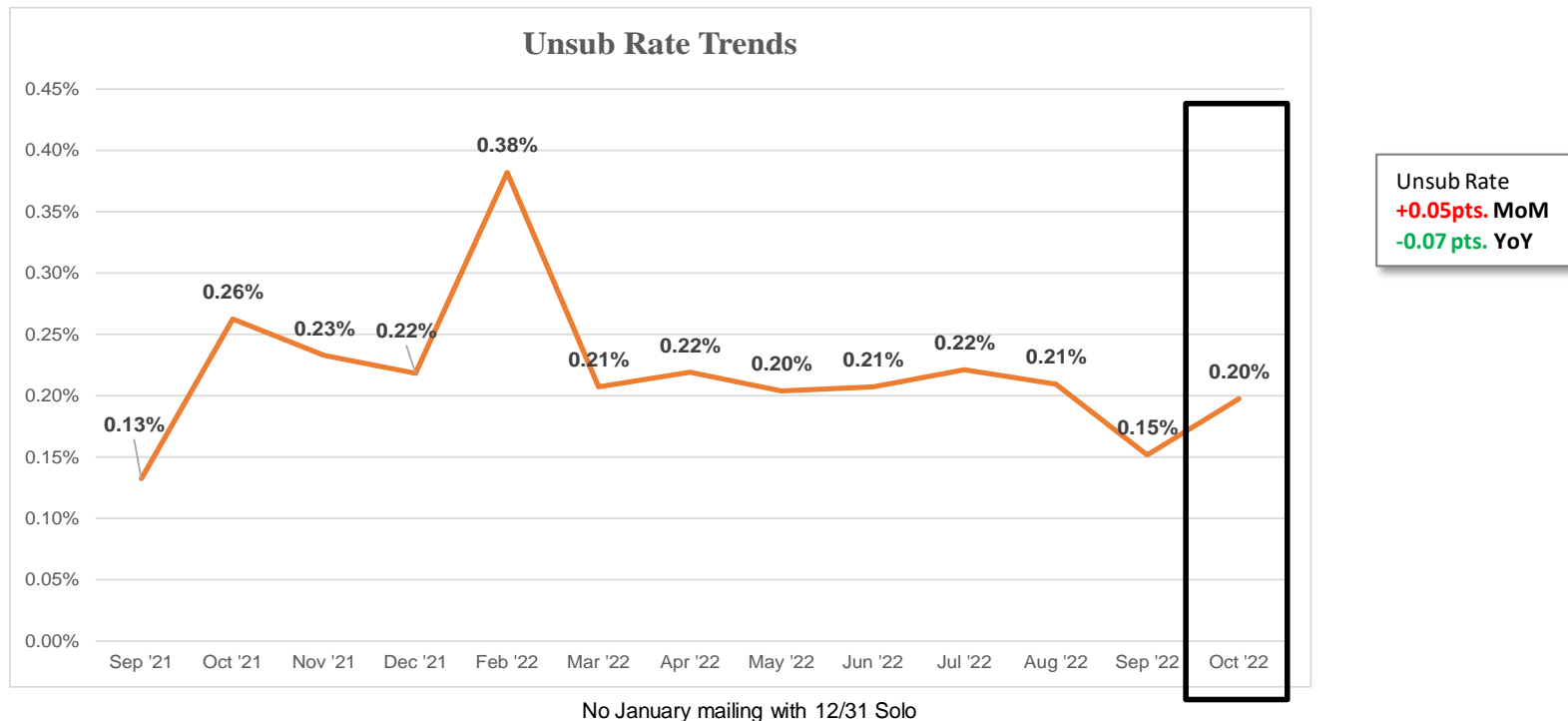
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Engagement Trends: October 2022

- Comparable to last year's MoM engagement trends, October CTR comparable to September engagement rate

- YoY delivered volume remains nearly 2x in comparison to prior year, +93.7%, impacted by expanded audience size. This contributes to varied engagement levels YoY with different audience make-up

- In December full luxury audience inclusion will have reached 12-month milestone; opportunity to establish and update performance benchmarks moving forward

Engagement Trends

Delivered Count
-0.9% MoM
+93.7% YoY

CTR
-0.1 pts. MoM
-1.0 pts. YoY

Sep '21	Oct '21	Nov '21	Dec '21	Feb '22	Mar '22	Apr '22	May '22	Jun '22	Jul '22	Aug '22	Sep '22	Oct '22
2.8 M	2.8 M	4.1 M	5.2 M	5.2 M	3.9 M	5.2 M	5.3 M	5.3 M	5.3 M	5.6 M	5.5 M	5.5 M
1.8%	2.0%	1.4%	1.3%	1.6%	1.7%	1.5%	1.3%	1.4%	1.9%	1.6%	1.2%	1.1%

Delivered — CTR

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No January mailing with 12/31 Solo

Unsub Rate Trends: October 2022

- Monthly unsub rates remain consistent YTD, around .20%, comparable to Bonvoy benchmark

- In December when audience mix stabilizes, update unsub benchmarks to trend against performance and audience health metrics

Unsub Rate Trends

Unsub Rate
+0.05pts. MoM
-0.07 pts. YoY

No January mailing with 12/31 Solo
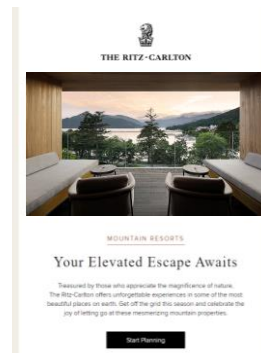
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Journey Content Engagement Trends: October 2022

- Time on site slightly down on deployment date, with lower levels in first week post-deployment in comparison to 2-minute threshold we typically see. Slight drop in engagement follows similar pattern as email performance, partially driven by seasonality elements

- Explore Mountains hero was top performing article along with Singapore Grand Prix driving interest from readers

- Moving forward determine ability to identify pages that may have engagement from prior newsletter launches, to inform future content opportunities

Time Spent on Site: Post-Deployment

Date	Page Views	Visits	Average Time Spent on Site
Oct 1, 2022	28,081	20,727	1.74
Oct 2, 2022	12,318	8,918	1.98
Oct 3, 2022	10,255	7,880	1.81
Oct 4, 2022	4,174	2,740	1.70
Oct 5, 2022	3,701	2,564	1.64
Oct 6, 2022	3,696	2,336	1.72
Oct 7, 2022	3,228	2,180	1.75
Oct 8, 2022	3,135	2,074	1.57

Top Pages for October Include:

THE RITZ-CARLTON

MOUNTAIN RESORTS

Your Elevated Escape Awaits

Treasured by those who appreciate the magnificence of nature, The Ritz-Carlton offers unforgettable experiences in some of the most beautiful places on earth. Get off the grid this season and celebrate the joy of letting go at these mesmerizing mountain properties.

Start Planning

Hero: Explore Mountains

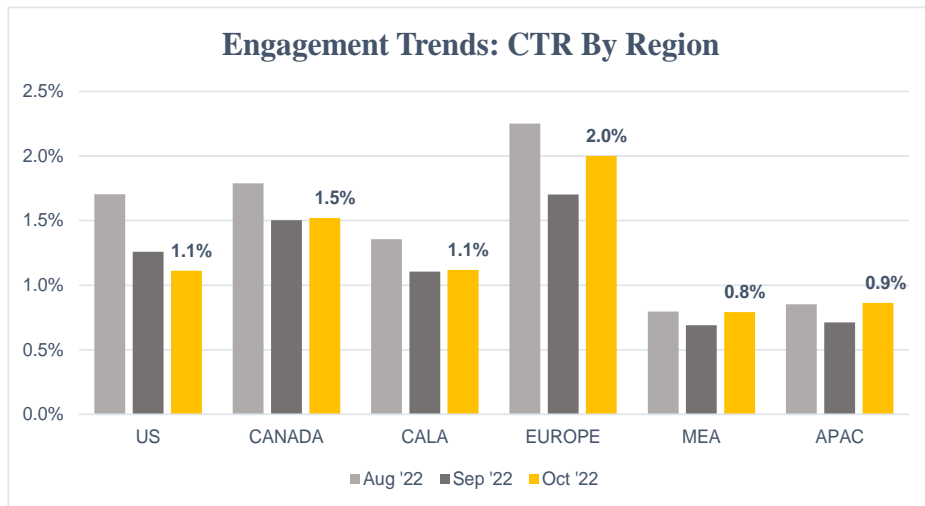SINGAPORE
GRAND PRIX OCT 2022

Spend 72 Hours in Singapore

Heading to the Singapore Grand Prix? Discover Marketing Operations Director for the Mercedes-AMG Petronas Formula One Team, Victoria Johnson's favorite places to eat, drink, and unwind.

Explore More

Grand Prix Singapore

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Regional Engagement Trends: October 2022

- Outside of a slight decrease in CTR for U.S., most regions saw a slight uptick in engagement MoM

- Where Europe saw a significant level of drop-off in engagement in September; CTR saw a rebound in October

- APAC and MEA continue to see lower levels of engagement overall; in line with regional channel behavior trends

Engagement Trends: CTR By Region

US — 1.1%
CANADA — 1.5%
CALA — 1.1%
EUROPE — 2.0%
MEA — 0.8%
APAC — 0.9%

Legend: Aug '22, Sep '22, Oct '22

Delivered	Sep '22	Oct '22	MoM
US	4.6 M	4.5 M	-0.9%
CANADA	242.9 K	239.8 K	-1.3%
CALA	39.7 K	39.3 K	-0.9%
EUROPE	159.3 K	157.7 K	-1.0%
MEA	179.3 K	178.5 K	-0.5%
APAC	329.7 K	327.5 K	-0.7%

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Luxury Segment Level Engagement Trends: October 2022

May '22 – Oct '22

		Sep '22	Oct '22	Engagement Trends
L1	Del.	513.0 K	511.0 K	MoM -0.4% (-2.0 K)
	CTR	0.7%	0.7%	
	Unsub Rate	0.13%	0.18%	
L2A	Del.	244.0 K	243.1 K	MoM -0.4% (-0.9 K)
	CTR	1.1%	1.1%	
	Unsub Rate	0.11%	0.16%	
L2B	Del.	1.2 M	1.2 M	MoM -0.9% (-10.1 K)
	CTR	1.2%	1.2%	
	Unsub Rate	0.11%	0.15%	
L3	Del.	317.7 K	314.6 K	MoM -1.0% (-3.1 K)
	CTR	1.4%	1.3%	
	Unsub Rate	0.13%	0.16%	
Everyone Else	Del.	3.3 M	3.3 M	MoM -0.9% (-31.3 K)
	CTR	1.3%	1.2%	
	Unsub Rate	0.17%	0.22%	

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

- CTR remained stable for L1/L2A MoM; engagement by content type more varied with higher levels of engagement throughout the end of the email; Everyone Else audience also engaged with content in similar manner throughout entire email

- L2B and L3 engagement by content type more varied throughout email in comparison to L1/L2A

- Continue to evaluate offer and editorial content responsiveness and engagement levels to identify optimal content mix at each luxury and non-luxury segment level

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Member Level Engagement Trends: October 2022

- Across all member levels CTR remained flat or saw slight decrease in engagement which was consistent with overall trends

- Slightly stronger engagement continues for more Elite members with Platinum through Ambassador having stronger CTRs

May '22 – Oct '22

		Sep '22	Oct '22	Engagement Trends
NON-MEMBER	Del.	354.7 K	349.7 K	MoM -1.4% (-5.0 K)
	CTR	0.6%	0.6%	
	Unsub Rate	0.12%	0.19%	
BASIC	Del.	2.8 M	2.7 M	MoM -1.2% (-32.8 K)
	CTR	1.2%	1.0%	
	Unsub Rate	0.16%	0.21%	
SILVER	Del.	657.4 K	652.2 K	MoM -0.8% (-5.2 K)
	CTR	1.2%	1.1%	
	Unsub Rate	0.17%	0.21%	
GOLD	Del.	992.6 K	918.8 K	MoM -7.4% (-73.7 K)
	CTR	1.4%	1.3%	
	Unsub Rate	0.15%	0.20%	

May '22 – Oct '22

		Sep '22	Oct '22	Engagement Trends
PLATINUM	Del.	325.1 K	394.8 K	MoM +21.4% (+69.7 K)
	CTR	1.5%	1.5%	
	Unsub Rate	0.13%	0.18%	
TITANIUM	Del.	362.9 K	362.0 K	MoM -0.3% (-1.0 K)
	CTR	1.5%	1.4%	
	Unsub Rate	0.11%	0.15%	
AMBASSADOR	Del.	68.8 K	69.4 K	MoM +0.8% (+561)
	CTR	1.5%	1.5%	
	Unsub Rate	0.11%	0.14%	
MEMBER	Del.	5.2 M	5.1 M	MoM -0.8% (-42.5 K)
	CTR	1.3%	1.2%	
	Unsub Rate	0.15%	0.20%	

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Ritz Segment Heat Maps: **October 2022**

- Slopeside Sanctuaries 4-Across Nav Bar drove most interest across all levels
  - Al Bustan Palace drove highest level of interest for luxury segment levels
- Hotels Near You continues to resonate more so with L3 and Everyone Else
- L1 had similar engagement trends to Everyone Else for various secondary modules

Module	L1	L2A	L2B	L3	Everyone Else	Total
Header	4.7%	3.5%	3.1%	2.6%	4.7%	4.2%
Hero	19.3%	20.1%	20.3%	20.4%	19.4%	19.7%
Slopeside Sanctuaries	37.1%	40.1%	42.7%	41.9%	35.0%	37.5%
Kapalua	9.1%	8.9%	9.4%	10.2%	9.8%	9.7%
Almaty	9.6%	11.3%	13.4%	12.2%	9.6%	10.7%
Nikko	7.9%	8.9%	8.9%	8.8%	6.7%	7.5%
Al Bustan Palace	10.5%	11.0%	11.1%	10.8%	8.9%	9.6%
Hotels Near You	4.6%	6.0%	6.4%	8.6%	8.2%	7.5%
Journey	1.1%	1.3%	0.9%	1.2%	1.1%	1.1%
Yacht	9.9%	9.6%	9.2%	9.2%	9.2%	9.3%
Ladies & Gentleman	2.1%	1.7%	1.6%	1.6%	2.5%	2.2%
Singapore F1	2.4%	2.5%	2.1%	1.9%	2.3%	2.3%
Signatures	1.5%	1.5%	1.1%	1.0%	1.4%	1.3%
Travel by Interest	1.4%	2.3%	2.1%	2.1%	1.9%	2.0%
Hotel Spotlight	2.7%	2.9%	2.4%	2.3%	2.7%	2.6%
Offer: Reconnect Package	0.4%	0.5%	0.6%	0.5%	0.5%	0.5%
Instagram	2.2%	1.8%	1.6%	1.2%	2.1%	1.9%
Footer	10.6%	6.4%	6.0%	5.6%	8.9%	8.1%
Unsub	10.3%	6.4%	5.8%	5.4%	8.6%	7.8%
Other	0.3%	0.1%	0.2%	0.2%	0.3%	0.3%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
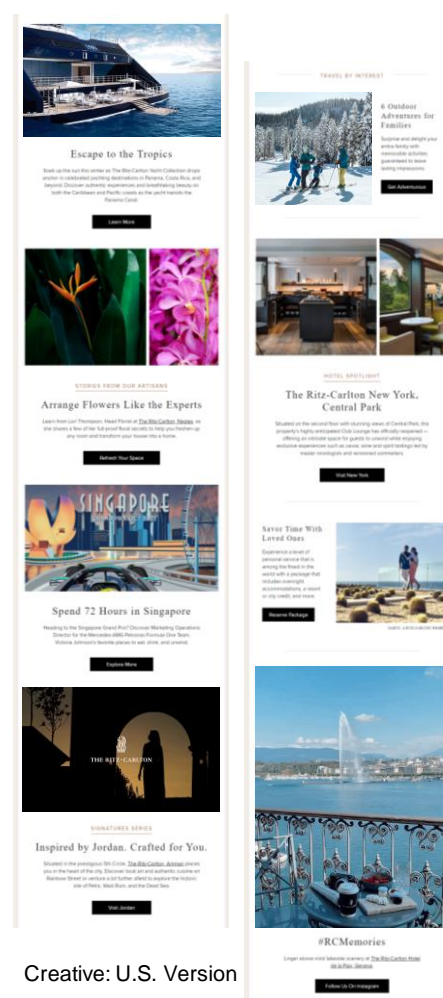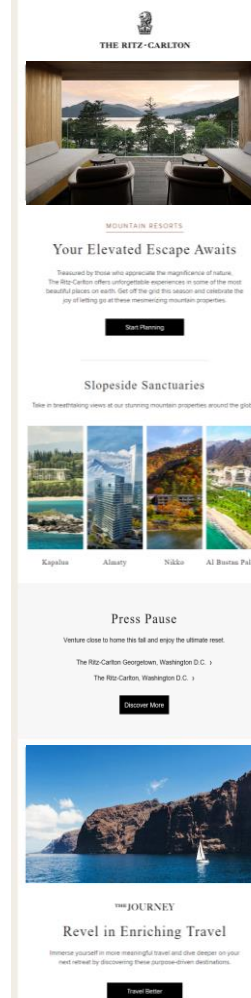
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Subject Line PCIQ: October 2022

- Top 3 performers continue to be mix of 'Authority', 'Direct' and 'Intrigue' tags
  - With introduction of Listicle tag in October (replaced 'How to' tag) Listicle made top 3
  - Continue to evaluate 'Listicle' tag performance overall with recent sunset of 'How to' tag

- Note: Currently looking into ability to report out PCIQ results for Subject Line in conjunction with PCIQ Headline for ability to:
  - Assess performance for those that have the same tag for both Subject Line and Headline versus those that have a different tag for Subject Line and Headline to gain insights around optimal PCIQ/SL mix

Campaign Date	Subject line	Tag	Unique Open Rate
8/6/2022	INSIDE THE RITZ-CARLTON: Your Countryside Getaway Guide	Authority	12.58%
	INSIDE THE RITZ-CARLTON: The Countryside Is Calling...	Intrigue	12.52%
	INSIDE THE RITZ-CARLTON: Looking for a Dreamy Rural Retreat?	Question	12.49%
	INSIDE THE RITZ-CARLTON: How to Plan a Dreamy Rural Retreat	How To	12.44%
	INSIDE THE RITZ-CARLTON: Explore 4 Dreamy Countryside Escapes	Direct	12.12%
	Difference in Top Performing Tag vs. Bottom Performing:		**+.46pts**
9/3/2022	INSIDE THE RITZ-CARLTON: Your Guide to Exquisite Autumn Escapes	Authority	11.83%
	INSIDE THE RITZ-CARLTON: Celebrate Fall With an Unforgettable Escape	Direct	11.76%
	INSIDE THE RITZ-CARLTON: Here's Where to Escape This Fall	Intrigue	11.73%
	INSIDE THE RITZ-CARLTON: How to Determine Your Next Fall Destination	How To	11.73%
	INSIDE THE RITZ-CARLTON: Venturing somewhere this fall?	Question	11.62%
	Difference in Top Performing Tag vs. Bottom Performing:		**+.21pts**
10/1/2022	INSIDE THE RITZ-CARLTON: Your Mountain Escape Awaits	Intrigue	12.57%
	INSIDE THE RITZ-CARLTON: Exquisite Mountain Escapes	Direct	12.39%
	INSIDE THE RITZ-CARLTON: 4 Slopeside Sanctuaries	Listicle	12.34%
	INSIDE THE RITZ-CARLTON: Your Guide to Getting Away Mountainside	Authority	12.27%
	INSIDE THE RITZ-CARLTON: Do you have a mountain escape on your mind?	Question	12.20%
	Difference in Top Performing Tag vs. Bottom Performing:		**+.37pts**

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Recommendations and Next Steps

- Beginning in November PCIQ Headline testing begins; recommend for 3-month period

  o Headline testing to leverage the following tags: Intrigue, Listicle, and Authority

- Note: Currently looking into ability to report out PCIQ results for Subject Line in conjunction with PCIQ Headline for ability to:

  o Assess performance for those that have the same tag for both Subject Line and Headline versus those that have a different tag for Subject Line and Headline to gain insights around optimal PCIQ/SL mix

- Continue to evaluate "Listicle" tag performance with recent sunset of "How to" tag

- Finalize historical heat map analysis to identify new insights around luxury segment level performance to inform future content opportunities

- Continue to identify offer personalization opportunities by luxury segment level, where warranted, along with offer performance reporting at luxury segment level when offer is available to everyone

  o November Club Level and December Suites offer performance to be evaluated at each luxury segment and non-luxury segment level to assess offer engagement across each

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Thank you!

Ritz Segment Heat Maps: **September 2022**

- Hero, Hotels Near You and Hotel Spotlight top engaging content overall
  - L1/L2A showed more interest than L2B/L3 in Doha Qatar spotlight
- Travel by Interest culinary feature had highest engagement for L1
- Hotels Near You showed stronger performance for L3 and Everyone Else

Module	L1	L2A	L2B	L3	Everyone Else	Total
Header	4.7%	3.9%	3.1%	3.1%	4.5%	4.1%
Hero	34.5%	38.3%	41.9%	42.4%	37.9%	38.8%
Hotels Near You	10.5%	12.7%	13.5%	17.0%	15.0%	14.5%
Journey	8.1%	7.0%	6.2%	5.0%	6.3%	6.3%
Hotel Spotlight	10.4%	11.4%	11.5%	10.7%	10.1%	10.4%
TRC Doha	4.1%	3.8%	3.2%	3.0%	3.0%	3.1%
TRC Half Moon Bay	6.2%	7.6%	8.3%	7.7%	7.0%	7.3%
Yacht	7.0%	7.1%	7.6%	7.2%	6.6%	6.9%
Boutiques	2.7%	2.8%	2.3%	2.1%	2.4%	2.4%
Instagram	1.5%	1.4%	0.9%	0.7%	1.0%	1.0%
Ladies & Gentlemen	1.7%	1.8%	1.2%	0.7%	1.2%	1.2%
Scenography (Signatures)	1.0%	1.3%	1.0%	0.7%	1.1%	1.1%
Travel by Interest	2.2%	1.5%	1.2%	1.1%	1.4%	1.4%
Journey Spa Retreats	1.3%	1.3%	1.0%	1.0%	1.0%	1.1%
Partnership: The First Lady	0.7%	0.7%	0.6%	0.6%	0.7%	0.7%
Footer	13.8%	8.8%	8.0%	7.8%	10.8%	10.1%
Unsubscribe	13.0%	8.1%	7.5%	7.4%	10.1%	9.5%
Other	0.8%	0.6%	0.5%	0.4%	0.7%	0.6%
Grand Total	100%	100%	100%	100%	100%	100%
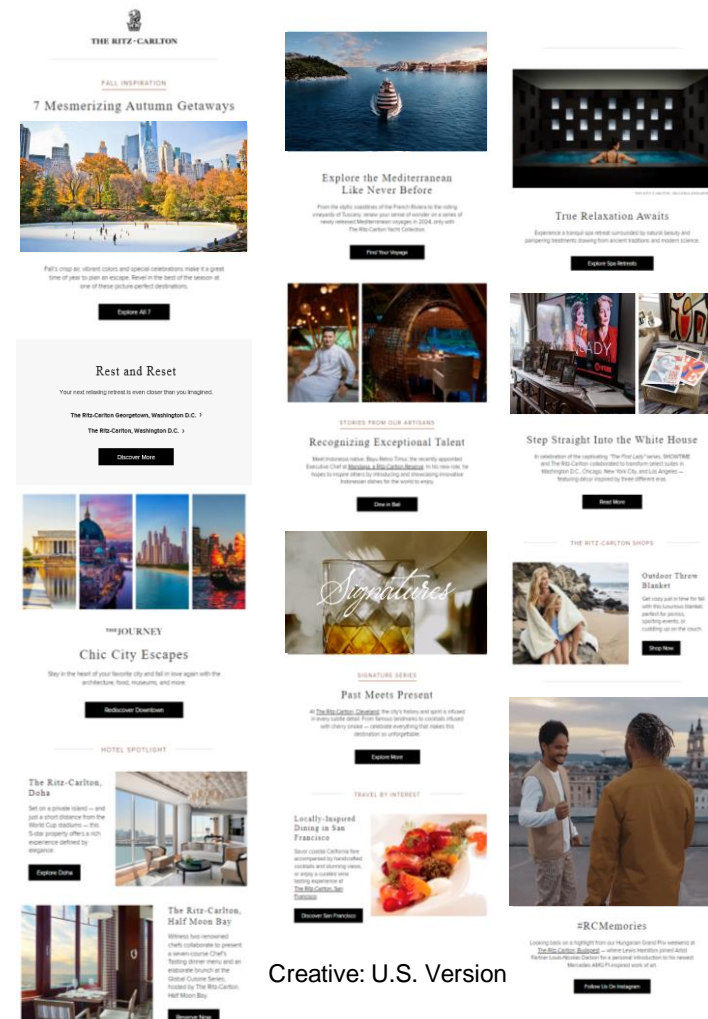
Creative: U.S. Version

2022 RC eNews Heatmaps

MODULE	January '22 (---)	February '22 (Romantic Getaways)	March '22 (Road Trips/Spring)	April '22 (Spring Getaways)	May '22 (Weekend Getaways)	June '22 (Summer Travel)	July '22 (Lake Resorts)	August '22 (Countryside Getaways)	September '22 (Fall Getaways + Experiences)	October '22 (Mountain + Outdoors)	November '22 (---)	December '22 (---)
Header	---	2.7%	3.0%	2.8%	3.6%	3.0%	2.2%	3.5%	4.1%	4.2%		
Hero	---	14.0%	17.5%	22.5%	28.8%	18.1%	58.6%	42.1%	38.8%	19.7%		
Hotels Near You	---	16.4%	20.4%	---	10.6%	22.6%	10.6%	16.6%	14.5%	7.5%		
Navigation Bar	---	---	17.9%	34.5%	---	---	---	---	---	37.5%		
Inspiration	---	---	9.8%	---	---	---	---	---	---	---		
Offer	---	2.8%	---	2.8%	7.4%	5.3%	1.7%	0.8%	---	0.5%		
Formula 1	---	---	6.6%	5.2%	4.8%	0.8%	1.0%	2.4%	---	2.3%		
Journey	---	19.5%	4.0%	2.5%	19.1%	18.7%	6.0%	8.2%	6.3%	1.1%		
Journey 2	---	---	---	1.6%	---	---	---	---	1.1%	---		
Ladies & Gentlemen	---	1.4%	---	---	3.1%	1.2%	0.9%	1.7%	1.2%	2.2%		
Hotel Spotlight	---	15.0%	3.1%	12.1%	---	2.1%	5.7%	6.1%	10.4%	2.6%		
Hotel Spotlight 2	---	---	---	---	---	---	---	0.8%	---	---		
New Hotel	---	---	---	---	3.9%	---	2.2%	---	---	---		
Brand Inspiration	---	---	2.8%	---	---	---	---	---	---	---		
Moments	---	---	1.2%	---	---	---	---	---	---	---		
Yacht	---	10.4%	3.1%	2.5%	3.2%	9.1%	2.9%	---	6.9%	9.3%		
Let Us Stay	---	2.4%	2.3%	---	1.1%	---	---	0.6%	---	---		
Scenography	---	4.6%	---	3.4%	1.0%	2.9%	---	1.7%	1.1%	1.3%		
Boutiques	---	---	---	---	---	2.1%	---	0.6%	2.4%	---		
Travel by Interest	---	---	---	---	---	1.6%	1.2%	6.3%	1.4%	2.0%		
Partnership	---	---	---	---	---	1.4%	---	---	0.7%	---		
Instagram	---	2.8%	1.5%	2.2%	5.5%	3.1%	1.0%	1.9%	1.0%	1.9%		
Footer	---	7.9%	6.8%	8.0%	8.0%	7.9%	6.0%	6.5%	10.1%	8.1%		

2021 RC eNews Heatmaps

MODULE	January '21 (Family)	February '21 (Resorts)	March '21 (Road Trips)	April '21 (Celebrity)	May '21 (Culinary)	June '21 (Summer /City)	July '21 (Lake Resorts)	August '21 (Last Minute Summer Getaways)	September '21 (Fall Getaways)	October '21 (Mountains and Outdoors)	November '21 (Holiday Travel Planning)	December '21 (Holiday Travel Planning)
Header	5.0%	2.5%	23.8%	3.7%	4.1%	2.7%	1.8%	1.6%	2.5%	2.1%	3.5%	2.7%
Hero	27.9%	20.3%	23.0%	35.4%	15.6%	15.6%	52.5%	34.4%	38.5%	42.3%	18.2%	35.7%
Hotels Near You	---	---	16.0%	---	10.0%	---	---	6.7%	---	---	---	10.2%
Journey Promo	5.4%	---	---	---	---	---	---	---	8.2%	2.8%	---	---
Journey	4.5%	17.0%	6.0%	---	5.6%	15.3%	17.5%	6.5%	4.4%	12.9%	42.1%	21.6%
Journey 2	10.6%	---	3.8%	---	2.6%	---	---	---	---	---	4.1%	---
Property	5.3%	10.5%	5.3%	---	4.0%	---	---	---	---	4.1%	4.4%	---
Yacht Collection	---	7.0%	6.6%	10.6%	---	---	4.3%	7.0%	---	5.0%	4.3%	5.6%
Hotel Spotlight	---	---	16.2%	7.5%	10.0%	2.9%*	12.7%	11.4%	16.6%	12.7%	---	4.4%
New Openings	5.1%	19.3%	---	---	27.9%	34.5%	2.1%	---	---	2.8%	---	1.8%
Video	2.5%	---	2.6%	---	2.5%	4.6%	0.6%	0.8%	1.0%	---	---	---
Travel by Interest	---	5.7%	3.6%	14.5%	3.5%	5.5%	2.5%	6.4%	1.1%	1.7%	4.4%	---
Scenography	6.9%	---	7.3%	10.1%	3.1%	1.8%	0.7%	0.9%	1.0%	1.0%	1.9%	---
Loyalty/Moments	---	---	---	---	---	3.8%	---	1.9%	---	---	3.8%	---
Ladies & Gentlemen	---	---	---	---	---	---	---	---	---	2.1%	1.6%	2.5%
Promos	5.5%	3.6%	---	---	---	5.2%	---	14.5%	---	---	3.8%	1.3%
Shop	---	---	---	4.5%	---	---	---	---	---	---	---	1.4%
Instagram	2.9%	2.1%	1.0%	5.4%	2.1%	1.9%	1.6%	4.0%	4.7%	5.7%	0.7%	2.0%
Footer	18.4%	6.3%	6.2%	8.3%	8.9%	5.9%	3.9%	3.9%	5.9%	4.7%	8.0%	10.8%

Learning Agenda

Area	Test Tactics	Learnings Supported	Key KPIs
Audience & Segmentation	• Version Content • 3rd Party Data • Geo-targeting	• Does 3rd party data help us understand certain segments better and improve content strategies? • Are there additional geo-targeting opportunities to lift engagement and relevancy across targeted regions?	• CTR • Unsub. Rate
Creative/Content	• CTA Copy • Hero Testing • Image Testing • Personalization and Relevancy	• Which CTA copy approach in the hero drives better engagement? Does multiple CTAs drive a lift in engagement? • Can we increase click activity in select modules by testing more personalized content based on luxury segment, region, or member level? • What content will lift engagement for non-members versus members?	• Click Counts • CTR • Journey traffic
Technology	• PCIQ • STO	• What are the best subject line approaches over time? Do certain approaches resonate with certain regions or luxury segment levels better than others? • Are readers more engaged during certain times and days of week overall and at various segment levels?	• Open Counts • Open Rate • Click Counts • CTR

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Targeting Criteria

- Include previous month email recipients

- Include all Luxury segments

- Include additional customers using the criteria below to reach the 3M deployment max:

  - Past luxury brand stayers (last 24 months) **OR**

  - Has HHI $150K or more **OR**

  - Past email openers of RC Residences solos, St. Regis Residences solos, Quintessentially solo, RCYC solo **OR**

  - Amex Brilliant cardholders

- Note: include those with an English language preference

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Luxury Segmentation Criteria

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

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