



The Ritz-Carlton, Dove Mountain

November 2020 Newsletter:

Preliminary Email Review

December 9, 2020

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Performance Summary: November 2020

- Open rate engagement returned to previous year levels after a strong performing October
- Thanksgiving holiday may have impacted engagement, in addition to sending fewer emails MoM
- Sun Seekers continued to have the strongest overall performance, but the Occ. Explorers had the biggest MoM changes
- CTOR was positive & audience responded to content throughout the message
- Most of the clicks were drawn to lower articles featuring retreat destinations, resorts and yachting
- Audience engagement in the geo-targeted hotel spotlight increased MoM, especially in MEA

November Newsletter Performance

- Lower stay activity and regional exclusions creating a smaller audience; also impacting open & click counts
- Revisit targeting criteria for Jan 2021 mailing; include EMEA and adjust backfill to pull in active audiences
- Open rates returned to seasonal levels after October high; lower rate may be tied to Thanksgiving activities in the US
- CTR and CTOR remained steady compared to 12-month average and MoM

November 2020 vs. Rolling 12-Month Average (Jun 2019 – Oct 2020)

Engagement	2.0 M	319.0 K	16.3%	22.5 K	1.2%	7.0%	0.19%
	Emails Delivered -17.3% (-408.6 K)	Opens -23.3% (-97.0 K)	Open Rate -1.3 pts.	Clicks -22.7% (-6.6 K)	CTR -0.1 pts.	CTOR +0.1 pts.	Unsubscribe Rate +0.04 pts.
Financials	17	79	\$37.3 K	\$0.02	0.08%		
	Bookings -90.1% (-155)	Room Nights -80.6% (-328)	Revenue -59.9% (-55.7 K)	Revenue/Delivered -51.5%	Conversion -0.5 pts		

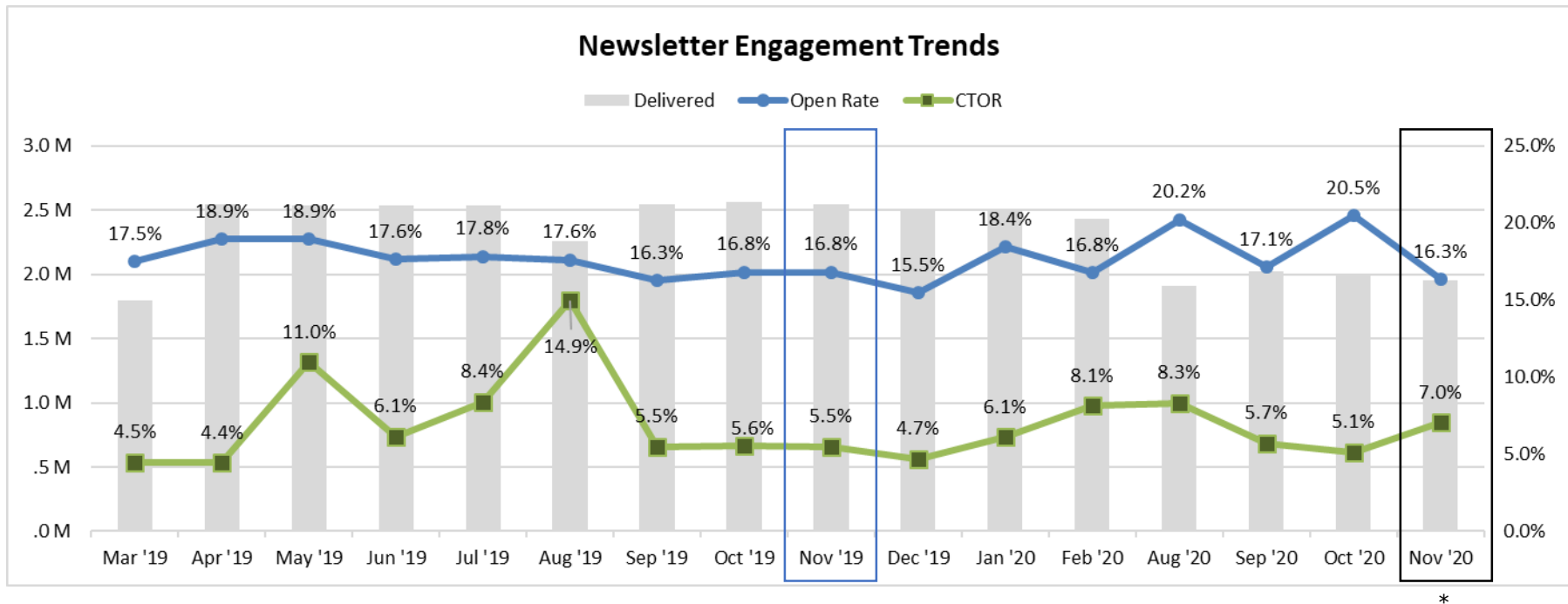
Targeting Criteria Considerations

- Current criteria:
 - Previous month email recipients
 - Backfill criteria to reach 3M send cap (members & non-members):
 - Past luxury brand stayers (last 18 months)
 - Has HHI \$150K or more
 - Exclude European residents
- Considerations:
 - Ongoing inclusion of Europe, Middle East, and Africa (when possible) to maintain communication frequency
 - Expand stayer targeting criteria to last 24 months to capture more of the pre-pandemic stayers
 - Past email openers of luxury targeted emails: residences solos (RC and St. Regis), Quintessentially solo, RCYC
 - Amex Brilliant cardholders

Open Rate At Seasonal Level

16.3% open rate was -4.1 pts. MoM, but was only slightly lower than prior year rate of 16.8%

CTOR was +2 pts. YoY and MoM from capturing more opener clicks



Consistent Segment Level Engagement

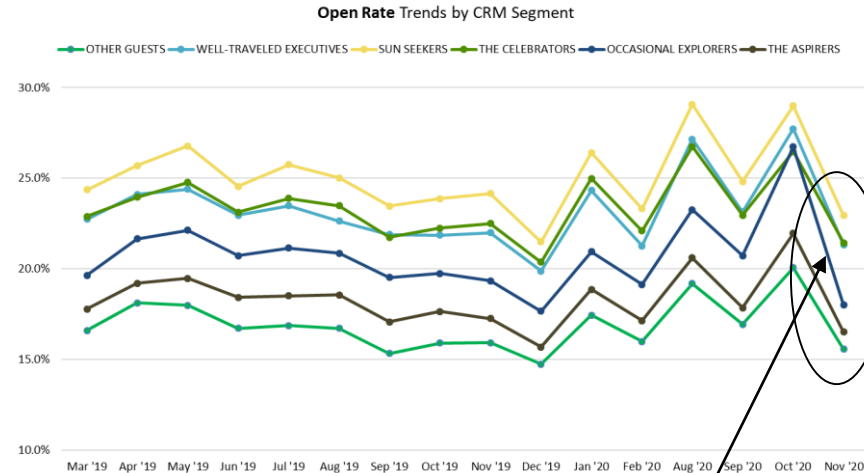
Sun Seekers continue to have the highest open and click rates

CTORs were flat for most segments, but Occ. Explorers had a slight increase of +0.5 pts.

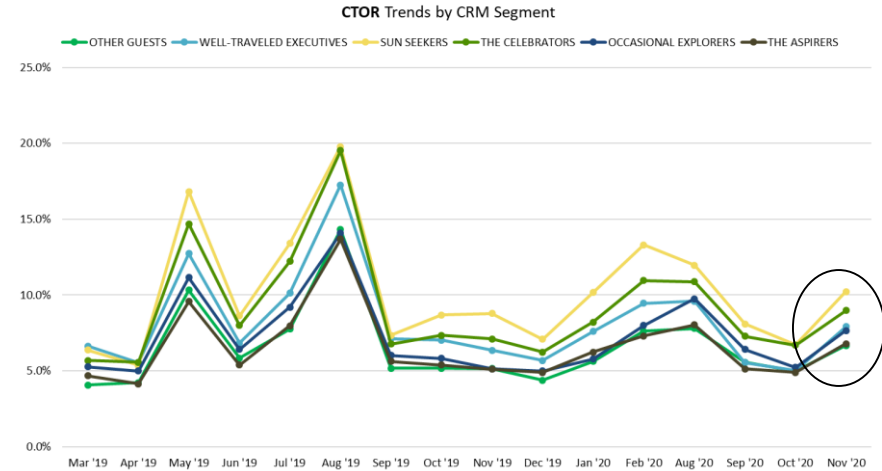
	OTHER		WTE		SS		CEL		OCC EX		ASP		ALL SEGMENTS	
	Nov.	vs. R12	Nov.	vs. R12	Nov.	vs. R12	Nov.	vs. R12	Nov.	vs. R12	Nov.	vs. R12	Nov.	vs. R12
DELIVERED	1.7 M	-16.9%	77.9 K	-18.2%	68.9 K	-17.5%	69.3 K	-14.1%	54.5 K	-28.0%	30.3 K	-21.2%	2.0 M	-17.3%
OPENS	256.9 K	-22.6%	16.6 K	-24.3%	15.8 K	-24.0%	14.9 K	-20.9%	9.8 K	-36.9%	5.0 K	-28.3%	319.0 K	-23.3%
OPEN%	15.6%	-1.1 pts.	21.3%	-1.7 pts.	22.9%	-2.0 pts.	21.4%	-1.8 pts.	18.0%	-2.5 pts.	16.5%	-1.6 pts.	16.3%	-1.3 pts.
CLICKS	17.1 K	-21.7%	1.3 K	-25.9%	1.6 K	-24.6%	1.3 K	-23.1%	751	-32.6%	340	-26.3%	22.5 K	-22.7%
CTR	1.0%	-0.1 pts.	1.7%	-0.2 pts.	2.3%	-0.2 pts.	1.9%	-0.2 pts.	1.4%	-0.1 pts.	1.1%	-0.1 pts.	1.2%	-0.1 pts.
CTOR	6.7%	+0.1 pts.	7.9%	-0.2 pts.	10.2%	-0.1 pts.	9.0%	-0.2 pts.	7.7%	+0.5 pts.	6.8%	+0.2 pts.	7.0%	+0.1 pts.
UNSUB%	0.20%	+0.03 pts.	0.18%	+0.06 pts.	0.16%	+0.04 pts.	0.13%	+0.02 pts.	0.15%	+0.02 pts.	0.20%	+0.04 pts.	0.19%	+0.04 pts.
BOOKINGS	14	-89.6%	---	---	---	---	2	-78.6%	1	-77.4%	---	---	17	-90.1%
RMNTS	64	-79.2%	---	---	---	---	14	-48.9%	1	-87.9%	---	---	79	-80.6%
REVENUE	\$30.5 K	-52.0%	---	---	---	---	\$6.5 K	-23.3%	\$339.00	-88.6%	---	---	\$37.3 K	-59.9%
REV/DEL	\$0.02	-42.2%	---	---	---	---	\$0.09	-10.6%	\$0.01	-84.1%	---	---	\$0.02	-51.5%

Occ. Explorer Had The Biggest MoM Changes

This segment had the highest October increase of +6pts. MoM and November decline of -8.7 pts. MoM
All other segments had similar MoM changes



Occ. Explorer



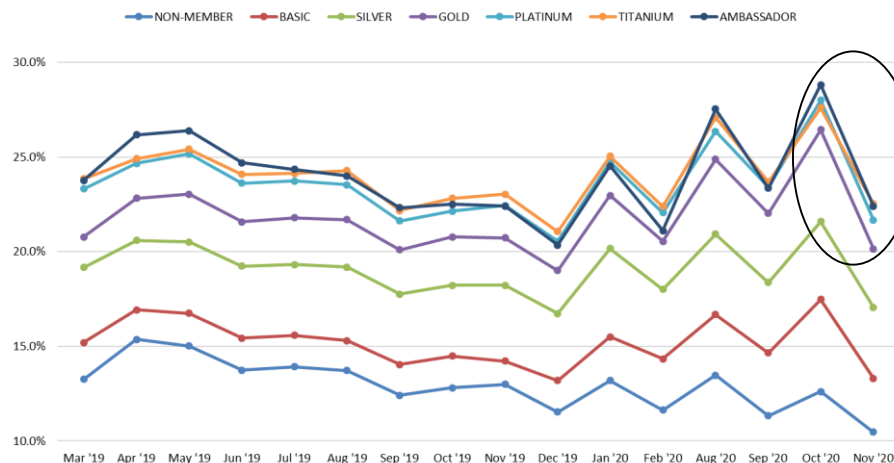
Biggest MoM Change From Upper Elites

Gold thru Ambassador Elite open rates were -6 pts. MoM

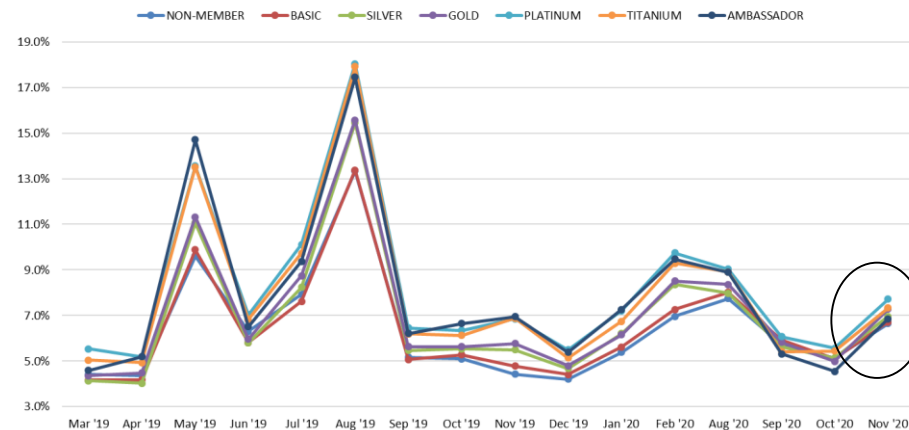
All other segment open rates were -2 to -4 pts. MoM

Delivered Counts	Nov 2020	% of Total
NON-MEMBER	186.7 K	10%
BASIC	837.0 K	43%
SILVER	210.4 K	11%
GOLD	354.2 K	18%
PLATINUM	147.3 K	8%
TITANIUM	186.0 K	10%
AMBASSADOR	31.3 K	2%
TOTAL	2.0 M	

Open Rate Trends by Bonvoy Member Level



CTOR Trends by Bonvoy Member Level



Subject Line Test Results

- Seasonal message used in each subject line, and the winner referring to Paradise was the most intriguing
- Winner open rate lifts were statically significant

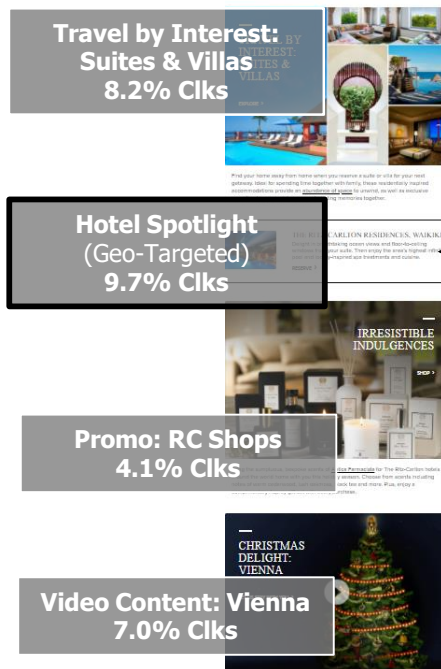
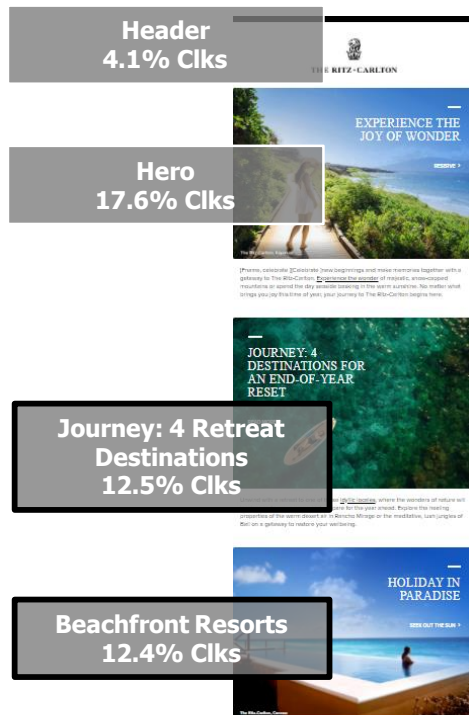
Subject Lines	Winner vs. Alt. SLs	Description of Winner
• INSIDE THE RITZ-CARLTON: Holiday in Paradise	Winner	Seasonal, intriguing <i>Results were statistically significant</i>
• INSIDE THE RITZ-CARLTON: Holiday Getaways	-0.7 pts.	
• INSIDE THE RITZ-CARLTON: Experience the Joy of Wonder	-0.5 pts.	

New test opportunity: re-test branding length to give room for more message content (INSIDE THE RITZ-CARLTON)

From address	SL
The Ritz-Carlton	INSIDE: Your Holiday in Paradise
The Ritz-Carlton	INSIDE THE RITZ-CARLTON: Holiday in Paradise

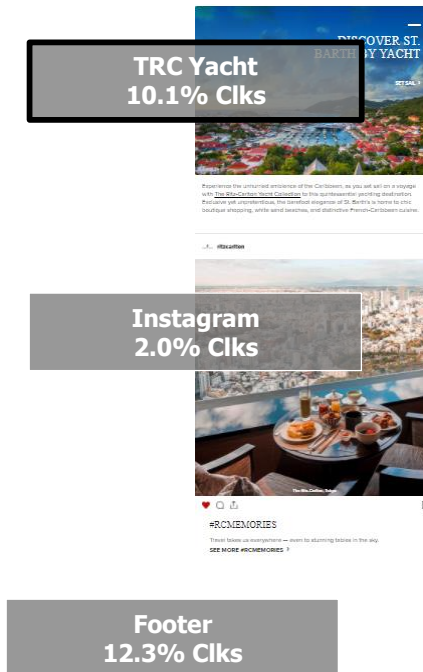
November 2020 Heat Map

- Readers were dreaming of travel, but may not have been ready to book; most lower module clicks were up at least 2 pts. MoM
- Hotel spotlight clicks were up 2.7 pts MoM overall; module engagement was even higher in the MEA at 15.8% of clicks
- Readers continue to show interest in geo-targeted property features; consider A/B testing with a larger module to attract more clicks



% of Clicks By Region

- MEA: 15.8%
- APAC: 9.7%
- All Other: 9.6%



Top 10 Articles: November 2020

- Retreats and beachfront resorts articles combined received more clicks than the hero; headlines were more direct
- Geo-targeted hotel spotlight was #4 in top 10; test into featuring more than one property and expanding the module size to capture more clicks

	Module	Article Name or Linked Text	Clicks	CTR
1	Hero	Experience The Joy Of Wonder	4.8 K	0.24%
2	Journey: 4 Retreat Destinations	Journey: 4 Destinations For An End-of-Year Reset	3.0 K	0.15%
3	Beachfront Resorts	Holiday In Paradise	2.9 K	0.15%
4	Hotel Spotlight (Geo-targeted)	Locations: Waikiki, Al Wadi Desert (MEA), Nikko (APAC)	2.7 K	0.14%
5	Travel by Interest: Suites & Villas	Travel By Interest: Suites & Villas	2.0 K	0.10%
6	Video Content	Christmas Delight: Vienna	1.9 K	0.10%
7	TRC Yacht	Discover St. Barth by Yacht	1.8 K	0.09%
8	TRC Yacht (Body Copy)	Copy: “The Ritz-Carlton Yacht Collection”	1.3 K	0.06%
9	Promo: Irresistible Indulgences	Irresistible Indulgences	884	0.05%
10	Beachfront Resorts (Body Copy)	Copy: “Beachfront Escape”	777	0.04%

ACTIONABLE INSIGHTS

2021 Optimization Opportunities

- Update targeting criteria for Jan 2021 deployment to include EMEA and active audiences
- Expand subject line/pre-header testing:
 - Re-test branding length to give room for more message content (INSIDE THE RITZ-CARLTON)
 - Increase personalization to drive relevancy and repeat openers
 - Key words/language (Your, For You, Beach Memories, Remember Hawaii)
 - CRM segment (WTE, SS, CEL, default)
 - Geo-target based on content (featured destinations, hotel spotlight)
- Refresh newsletter template that includes exploring new modules
- Test article headlines that give the customer more context to the feature; Nov feature e.g. "Your Next Journey Begins Here"
- Re-test article CTAs to help improve traffic; explore alternative designs/placements to previous tests
- Test into featuring more than one property and expanding the module size to capture more clicks; highlight re-openings and activities that speak to safety (outdoor activities, personal, spacious)

Thank You!