



October 2020 Newsletter:

Preliminary Email Review

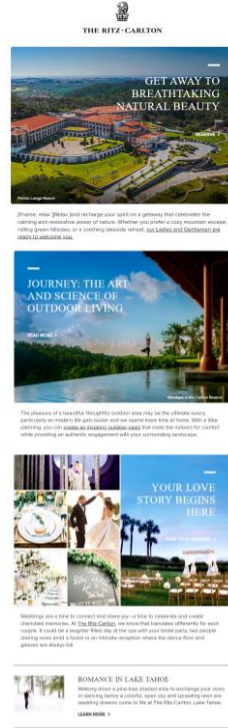
November 4, 2020

THE RITZ-CARLTON | data axle

OCTOBER 29TH NEWSLETTER

Subject Line: INSIDE THE RITZ-CARLTON: Get Away to Breathtaking Natural Beauty

Pre-Header: We are ready to welcome you on your next getaway, Cindy.



Performance Summary: October 2020

- Nature and outdoors theme appealed to readers and drove above average open rates
- Thursday deployment may have helped lift open rates; send closer to traditional Friday/Saturday
- WTE saw a spike in revenue that drove monthly financials
- Hero engagement rebounded from September low with the relax and recharge booking message
- Readers were interested in hotel spotlight, which ranked 4th in most clicked
- Strong engagement with the geo-targeted, personalized article to Eastern U.S. – good example for future optimizations

October Activity Aligned With Previous Year Rates

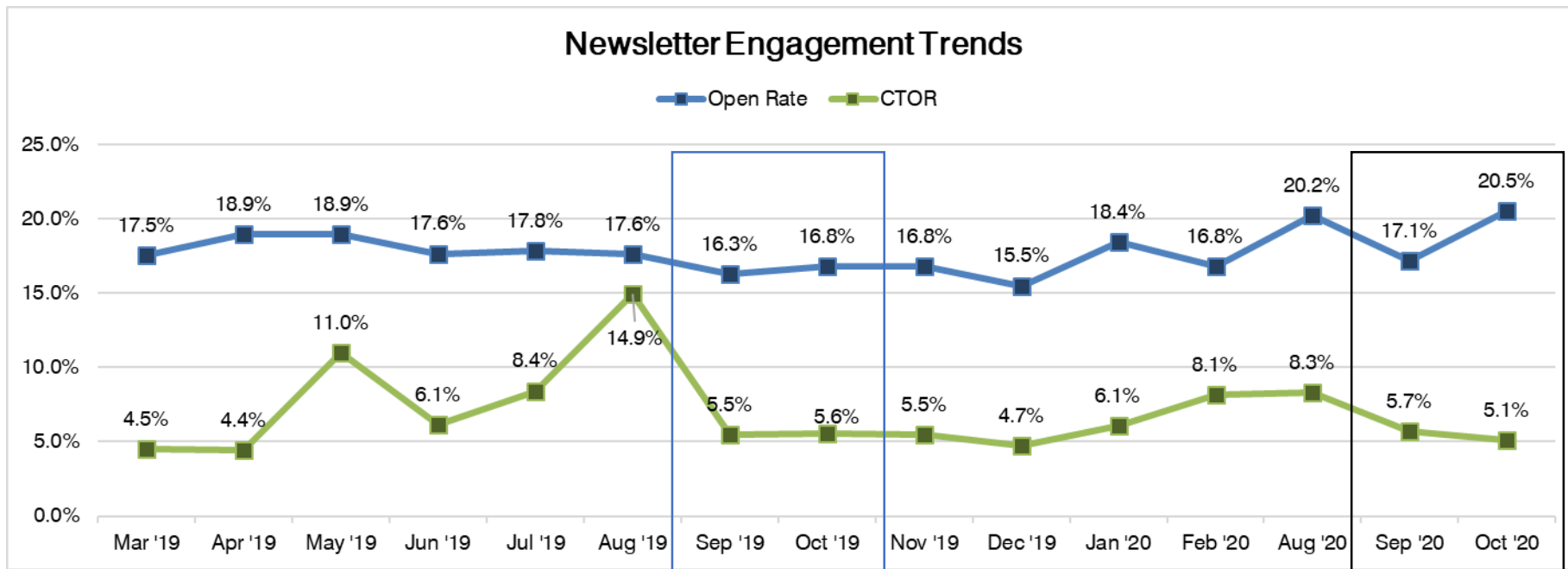
- Growing size of infrequent stayers may be decreasing delivered counts, plus regional exclusions (MEA); continue with targeting criteria through 2020 and revisit in 2021
- Open rate was up MoM and compared to 12-month average; click rates were in line with 2019 activity
- Financials trends still below previous periods; impact of recent pandemic spikes

October 2020 vs. Rolling 12-Month Average (May 2019 – Sep 2020)

Engagement	2.0 M	407.1 K	20.5%	20.8 K	1.0%	5.1%	0.14%
	Emails Delivered -17.4% (-419.0 K)	Opens -3.3% (-13.9 K)	Open Rate +3.0 pts.	Clicks -34.3% (-10.9 K)	CTR -0.3 pts.	CTOR -2.4 pts.	Unsubscribe Rate -0.02 pts.
Financials	17	57	\$25.3 K	\$0.01 K	0.08%		
	Bookings -92.5% (-208)	Room Nights -89.2% (-468)	Revenue -78.5% (-92.4 K)	Revenue/Delivered -74.0%	Conversion -0.6 pts		

Positive MoM Engagement

Open rate +2.7 pts. MoM; possible influence from returning to end of week deployment



Metrics	Mar '19	Apr '19	May '19	Jun '19	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Aug '20	Sep '20	Oct '20
Delivered	1.8 M	2.5 M	2.5 M	2.5 M	2.5 M	2.3 M	2.5 M	2.6 M	2.5 M	2.5 M	2.5 M	2.4 M	1.9 M	2.0 M	2.0 M

Similar Segment Level Engagement

Open rates were up for all CRM segments

Longer stays from WTE boosted monthly financial activity

	OTHER		WTE		SS		CEL		OCC EX		ASP		ALL SEGMENTS	
	Oct.	vs. R12	Oct.	vs. R12	Oct.	vs. R12	Oct.	vs. R12	Oct.	vs. R12	Oct.	vs. R12	Oct.	vs. R12
DELIVERED	1.68 M	-17.0%	81.1 K	-16.3%	69.8 K	-18.1%	71.7 K	-12.3%	55.2 K	-29.5%	29.6 K	-25.6%	1.99 M	-17.4%
OPENS	326.4 K	-2.8%	21.9 K	-1.0%	19.7 K	-6.8%	18.5 K	-2.3%	14.3 K	-10.1%	6.3 K	-11.9%	407.1 K	-3.3%
OPEN%	19.4%	+2.8 pts.	27.0%	+4.2 pts.	28.2%	+3.4 pts.	25.8%	+2.6 pts.	25.9%	+5.6 pts.	21.4%	+3.3 pts.	20.5%	+3.0 pts.
CLICKS	16.1 K	-32.1%	1.1 K	-44.0%	1.3 K	-45.0%	1.2 K	-34.9%	741	-39.6%	307	-39.2%	20.8 K	-34.3%
CTR	1.0%	-0.2 pts.	1.3%	-0.7 pts.	1.9%	-0.9 pts.	1.7%	-0.6 pts.	1.3%	-0.2 pts.	1.0%	-0.2 pts.	1.0%	-0.3 pts.
CTOR	4.9%	-2.1 pts.	5.0%	-3.8 pts.	6.6%	-4.6 pts.	6.6%	-3.3 pts.	5.2%	-2.5 pts.	4.9%	-2.2 pts.	5.1%	-2.4 pts.
UNSUB%	0.14%	-0.02 pts.	0.10%	-0.01 pts.	0.08%	-0.04 pts.	0.09%	-0.02 pts.	0.14%	+0.00 pts.	0.19%	+0.03 pts.	0.14%	-0.02 pts.
BOOKINGS	13	-92.7%	3	-78.8%	0	--	1	-90.8%	0	--	0	--	17	-92.5%
RMNTS	32	-92.0%	22	-34.2%	0	--	3	-90.6%	0	--	0	--	57	-89.2%
REVENUE	\$7.4 K	-91.0%	\$15.5 K	83.2%	0	--	\$2.5 K	-73.5%	0	--	0	--	\$25.3 K	-78.5%
REV/DEL	\$0.00	-89.2%	\$0.19	118.8%	0	--	\$0.03	-69.8%	0	--	0	--	\$0.01	-74.0%

Consistent KPI Trends (CRM Segments)

Highest open rate for most segments since Oct 2019; CTOR near seasonal levels
Sun Seekers are still engaged, but they had the biggest MoM and YoY change

Oct 2019 – Oct 2020

October '20		Engagement Trends	
OTHER GUESTS	Del.	1.7 M	MoM -1% (-22.7 K)
	Open%	19.4%	
	CTOR	4.9%	
WELL-TRAVELED EXECUTIVES	Del.	81.1 K	MoM -4% (-3.7 K)
	Open%	27.0%	
	CTOR	5.0%	
SUN SEEKERS	Del.	69.8 K	MoM -3% (-1.8 K)
	Open%	28.2%	
	CTOR	6.6%	

Oct 2019 – Oct 2020

October '20		Engagement Trends	
THE CELEBRATORS	Del.	71.7 K	MoM -1% (-943 K)
	Open%	25.8%	
	CTOR	6.6%	
OCCASIONAL EXPLORERS	Del.	55.2 K	MoM -4% (-2.3 K)
	Open%	25.9%	
	CTOR	5.2%	
THE ASPIRERS	Del.	29.6 K	MoM -4% (-1.2 K)
	Open%	21.4%	
	CTOR	4.9%	

Consistent KPI Trends (Loyalty Segments)

Highest open rate for all, except Non-Mbrs. & Titanium

CTOR near seasonal levels for most; Ambassadors had the biggest YoY decline (-2.1 pts)

Oct 2019 – Oct 2020			
October '20		Engagement Trends	
NON-MEMBER	Del.	187.0 K	MoM -2.2% (-4.3 K)
	Open%	12.2%	
	CTOR	5.1%	
BASIC	Del.	829.6 K	MoM -1.7% (-14.6 K)
	Open%	16.8%	
	CTOR	5.0%	
SILVER	Del.	218.5 K	MoM -2.1% (-4.6 K)
	Open%	21.0%	
	CTOR	5.1%	

Oct 2019 – Oct 2020			
October '20		Engagement Trends	
GOLD	Del.	375.1 K	MoM -1.5% (-5.5 K)
	Open%	25.7%	
	CTOR	4.9%	
PLATINUM	Del.	154.9 K	MoM -0.9% (-1.4 K)
	Open%	27.2%	
	CTOR	5.5%	
TITANIUM	Del.	190.2 K	MoM -0.5% (-1.0 K)
	Open%	26.9%	
	CTOR	5.4%	
AMBASSADOR	Del.	32.5 K	MoM -3.2% (-1.1 K)
	Open%	28.2%	
	CTOR	4.5%	

Subject Line Test Results

- Engagement was similar between subject lines, but results were not statistically significant
- Similar feeling or emotion from each option may have led to close results; test with stronger differences

Subject Lines	Winner vs. Alt. SLs	Description of Winner
• INSIDE THE RITZ-CARLTON: Get Away to Breathtaking Natural Beauty	Winner	Inspirational, restful tone <i>Results were not statistically significant</i>
• INSIDE THE RITZ-CARLTON: Destinations that Relax and Recharge	-0.4 pts.	
• INSIDE THE RITZ-CARLTON: Celebrate the Power of Nature	-0.3 pts.	
<i>Pre-header: We are ready to welcome you on your next getaway, Cindy.</i>		

Next test opportunity: try personalizing one of the three subject line options by CRM segment (WTE, SS, CEL, default) or geo-targeted content to measure engagement lifts

October 2020 Heat Map

- Strong engagement with outdoor activities: Hero & golf articles; 2nd highest module clicks this year
- "One Trip, Two Cities" article was shown to the Eastern U.S. and was the 2nd most clicked content for that audience
- Continue featuring outdoor adventures for those looking to avoid crowds
- Look for ways to personalize through geo-targeting to increase engagement until ready to return to CRM personalization

Header
6.2% Clks

Hero
41.1% Clks



Travel by Interest:
Golf
10.0% Clks



Your Memories
3.1% Clks



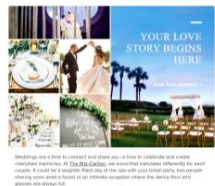
Journey: Outdoor Living
9.1% Clks



(Shown to Eastern U.S.)
Journey: Two Cities
11.5% Clks



Promo: Weddings
2.7% Clks



Video Content
3.2% Clks



Hotel Spotlight: Lake Tahoe
7.0% Clks



Top 10 Articles: October 2020

- Content touting outdoor activities & nature were among top 5; hotel spotlight #4 most clicked
- Consider featuring more properties highlighting re-openings and/or outdoor activities

	Module	Article Name or Linked Text	Clicks	CTR
1	Hero	Get Away to Breathtaking Natural Beauty	9.5 K	0.48%
2	Journey: Outdoor Living	Journey: The Art and Science of Outdoor Living	1.9 K	0.10%
3	Travel by Interest: Golf	Travel by Interest: Golf	1.8 K	0.09%
4	Hotel Spotlight: Lake Tahoe	Romance in Lake Tahoe	1.8 K	0.09%
5	(Targeted to Eastern U.S.) Journey: Two Cities	One Trip, Two Cities: Atlanta and Lake Oconee	1.7 K	0.08%
6	Hero (Body Copy)	Our Ladies And Gentlemen Are Ready to Welcome You	936	0.05%
7	Your Memories	Instagram	782	0.04%
8	Travel by Interest: Golf (Body Copy)	Collection of Golf Experiences	708	0.04%
9	Video Content	The Unforgettable Ride	639	0.03%
10	Promo: Weddings	Your Love Story Begins Here	551	0.03%

ACTIONABLE INSIGHTS

Actionable Insights

- Continue with targeting criteria through 2020 and revisit in 2021
- Try personalizing one of the three subject line options by CRM segment (WTE, SS, CEL, default) or geo-targeted content to measure engagement lifts
- Continue featuring outdoor adventures for those looking to avoid crowds
- Look for ways to personalize through geo-targeting to increase engagement until ready to return to CRM personalization
- Consider featuring more properties highlighting re-openings and/or outdoor activities

THANK YOU!

Email Counts Down MoM

- Growing size of infrequent stayers decreases counts when targeting those with past stays
- Recommend continuing with criteria through 2020; adjust in 2021

Targeting Criteria:

- Previous month email recipients
- Past luxury brand stayers (last 18 months)
- Has HHI \$150K+

Continents / Delivered Counts	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Aug-20	Sep-20	Oct-20	Delivered Trends
North America	1.98 M	1.96 M	1.93 M	1.91 M	1.87 M	1.85 M	1.85 M	1.83 M	
Asia	173.1 K	172.5 K	170.9 K	171.7 K	168.1 K	54.3 K	84.9 K	84.5 K	
Europe	119.9 K	119.2 K	118.3 K	118.1 K	115.4 K		36.2 K	62.7 K	
Middle East	140.7 K	139.9 K	136.6 K	136.4 K	132.3 K		32.9 K		
Australia	20.5 K	20.3 K	20.1 K	20.5 K	20.2 K	8.6 K	12.5 K	12.4 K	
South America	22.1 K	21.8 K	21.2 K	21.1 K	20.0 K	4.1 K	6.8 K	6.7 K	
Central America	13.7 K	13.6 K	13.2 K	13.1 K	12.5 K	2.8 K	4.9 K	4.9 K	
Africa	23.8 K	23.7 K	23.4 K	23.3 K	23.1 K		2.5 K		
Caribbean Islands	6.0 K	6.0 K	5.8 K	5.7 K	5.5 K	1.5 K	2.1 K	2.1 K	
Pacific Islands	3.6 K	3.5 K	3.5 K	3.4 K	3.4 K	1.2 K	1.5 K	1.5 K	
N/A	107.6 K	104.0 K	100.4 K	98.7 K	75.1 K	554	882	769	
TOTAL	2.61 M	2.59 M	2.54 M	2.52 M	2.45 M	1.93 M	2.03 M	2.01 M	