



THE RITZ-CARLTON

# Q2 2019 Email Program Review

August 8, 2019

yes

# MEETING AGENDA

---

## **Quarterly Review & Planning**

- Key Storylines
- Performance Overview
- Actionable Insights
- Learning Agenda Updates
- Quarterly Planning

## **Trigger Overhaul**

- Share strategic approach to work
- Next Steps



# PERFORMANCE SUMMARY

# Q2 2019 EMAIL PERFORMANCE SUMMARY

---

- Delivered more emails in Q2 due to longer period vs. Q1 2019 and additional support Solo
- Increase drove higher performance totals (Delivered, Bookings, Room Nights, and Revenue)
- Email KPIs remained flat QoQ even with audience expansion and direct mail Solo

## Engagement

<b>10.1 M</b>	<b>18.7%</b>	<b>1.1%</b>	<b>6.1%</b>	<b>0.20%</b>
Emails Delivered +168% QoQ	Open Rate -0.2 pts QoQ	CTR 0.0 pts. QoQ	CTOR -0.1 pts QoQ	Unsubscribe Rate +0.03 pts QoQ

## Financials

<b>1.4 K</b>	<b>3.3 K</b>	<b>\$730.1 K</b>	<b>\$0.07</b>	<b>1.2%</b>
Bookings +131% QoQ	Room Nights +103% QoQ	Revenue +72% QoQ	Revenue/Delivered -36% (-\$0.04) QoQ	Booking Conv. -0.2 pts QoQ

# KPI BASELINES FOR MONTHLY NEWSLETTER (eNEWS)

---

- Established new baseline metrics for monthly eNews after first 3 months
- Will use metrics to benchmark performance for the remainder of the year

Baseline KPIs:

Open Rate	18.5%
CTR	1.3%
CTOR	6.9%

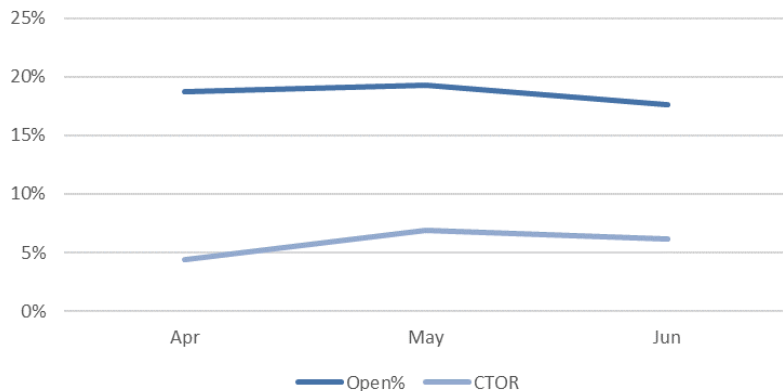
Reporting period: March – May 2019

# Q2 2019 EMAIL ENGAGEMENT TRENDS

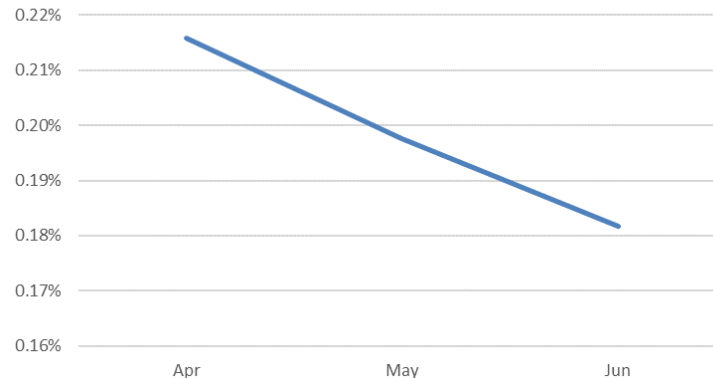
---

- Consistent open and click rate trends MoM
- Spike in May engagement from sending additional email (Newsletter & DM Solo)
- Unsub rate trends reflect readers interest in content

**The Ritz-Carlton Email Engagement Q2 2019**



**The Ritz-Carlton Unsub Rate Trend Q2 2019**

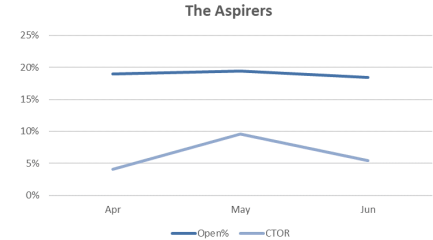
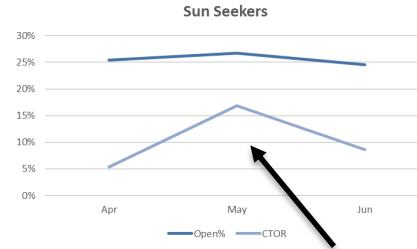
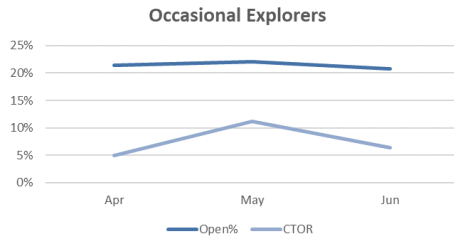
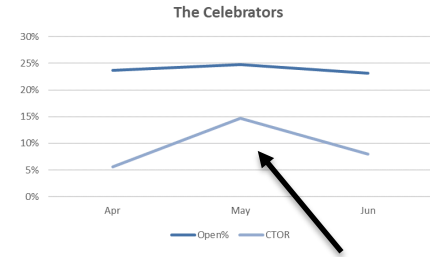
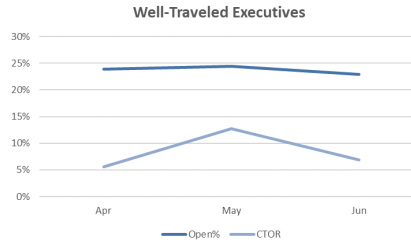
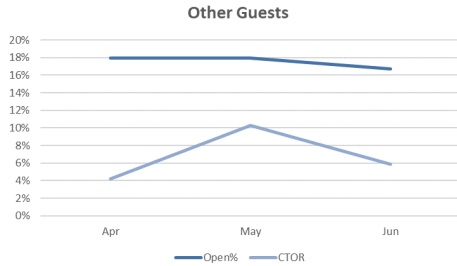




# Q2 2019 EMAIL ENGAGEMENT TRENDS BY SEGMENT

---

- Same level of open and CTOR engagement across all levels
- Additional May Solo contributed to CTOR spikes for some segments: Sun Seekers and Celebrators



# PERFORMANCE SUMMARY BY MONTH

- Audience expansion in April did not shift KPIs down; only slight increase MoM in unsub rate by (+0.03 pts.)
- Direct mail Solo in May was sent 1 week after eNews to same audience; email lifted month and quarter KPIs
  - No harm in sending 1 week later; month had highest open, click and conversion rates for Q2
  - Consider more targeted approach to optimize future Solos (i.e. active stayers, feeder markets to featured properties, seasonal stayers)
- June open rate of 17.6% slightly below baseline average (-0.9 pts.); shifted optimization efforts to test CTA styles
  - Same approach for CTA test #2 in July
  - Will reinstate subject line testing in Aug

	APRIL	MAY	JUNE
Sent	2.6 M	5.2 M	2.6 M
Delivered	2.5 M	5.1 M	2.5 M
Delivery%	96.9%	97.8%	97.8%
Opens	476.9 K	975.5 K	447.5 K
Open Rate	18.7%	19.3%	17.6%
Clicks	21.1 K	66.8 K	27.5 K
CTR	0.8%	1.3%	1.1%
CTOR	4.4%	6.9%	6.1%
Unsub	5.5 K	10.0 K	4.6 K
Unsub Rate	0.22%	0.20%	0.18%
Bookings	221	897	304
Room Nts.	530	2.0 K	720
Revenue	\$106.0 K	\$468.2 K	\$156.0 K
Rev./Del.	\$0.04	\$0.09	\$ 0.06
Conv. Rate	1.0%	1.3%	1.1%

# NEWSLETTER PERFORMANCE

# APRIL 18th NEWSLETTER

## THEME: Food & Beverage

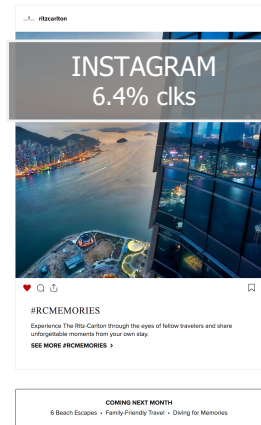
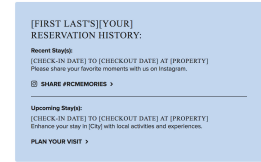
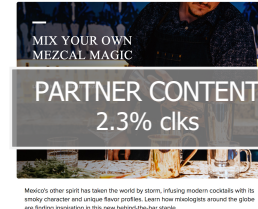
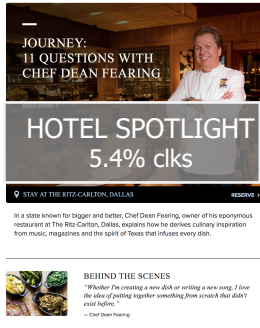
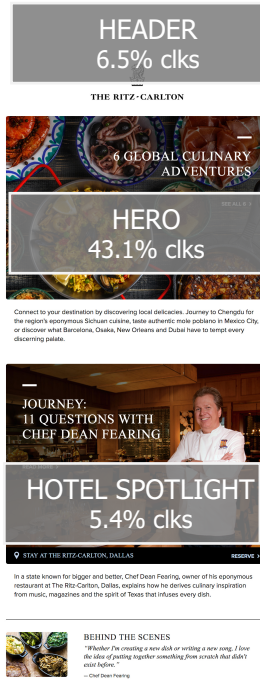
### PERFORMANCE:

- 2.5M Delivered
- 18.7% Open Rate
- 0.8% CTR
- 4.4% CTOR
- 221 Bookings\*
- 530 Room Nights\*
- \$106K Revenue\*

### CONTENT OBSERVATIONS:

- Top 3 performing modules:
  - Hero (43% of clicks)
  - CRM Content (6.5% of clicks)
  - Instagram (6.4% of clicks)
- Hero pulled clicks from other modules (+39% MoM); content was more specific than previous month – consideration for future articles

**April:** "6 Culinary Adventures" vs.  
**March:** "6 Ways to Experience More Meaningful Travel"





# MAY 17th NEWSLETTER

## THEME: Plan Your Summer Getaway

### PERFORMANCE:

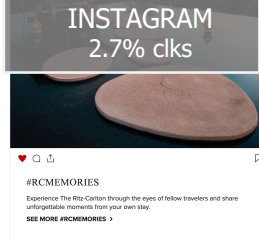
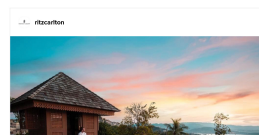
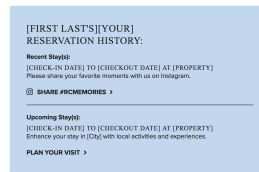
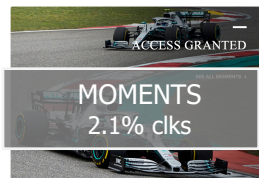
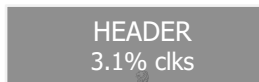
- 2.5M Delivered
- 19% Open Rate
- 2.1% CTR
- 11.0% CTOR
- 660 Bookings\*
- 1.5K Room Nights\*
- \$327.1K Revenue\*

### CONTENT OBSERVATIONS:

- Top 3 performing modules:
  - Hero (64% of clicks)
  - Hotel Spotlight: DC (7.1% of clicks)
  - CRM (3.9% of clicks)
- 64% of clicks on Hero; YTD record
  - Consider repeating content type/theme for 2020
- 497 clicks on Behind the Scenes content under Hotel Spotlight
  - First time linking content
  - Just about half as many clicks as video content
  - Continue linking for easy click catcher content

SL: INSIDE THE RITZ-CARLTON: 6 Secret Beach Escapes

PH: ALSO: A tale of two cities, unforgettable family vacations, and more ways to make your summer travel absolutely amazing.



# MAY 24th THE STAY SOLO

## DIRECT MAIL SUPPORT | THEME: SUMMER TRAVEL

### PERFORMANCE:

- 2.5M Delivered
- 20% Open Rate
- 0.6% CTR
- 2.9% CTOR
- 237 Bookings\*
- 576 Room Nights\*
- \$141.1 K Revenue\*

### CONTENT OBSERVATIONS:

- 21% of clicks on Hero which showcased video series through animated images
  - Higher placement gave lift to engagement
  - Typically video content generates up to 5% of clicks
- Reserve CTA generated the same level of interest as Hero; 20% of email clicks
- The secondary module featuring hotel locations and reserve CTA generated a combined total of 45% of clicks

HEADER  
7.4% clks

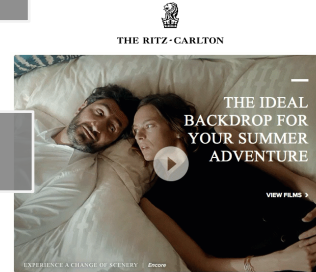
HERO  
21.1% clks

BOOK SUITES  
20.2% clks

GENEVA  
2.8% clks

AL WADI  
4.3% clks

SL: Set the stage for unforgettable summer memories.  
PH: Discover the ideal backdrop for your next adventure.

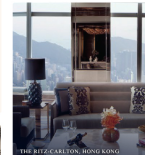


The Ritz-Carlton sets the stage for unforgettable memories. Imagine the cinematic possibilities with our new short film series "The Stay". It is our hope that your stay with us lingers long after you've checked out.

SUMMER IN OUR SUITES

We invite you to come and stay with us at our properties and see the world through a new lens.

RESERVE YOUR SUITE >



HONG KONG  
3.1% clks

LAKE TAHOE  
5.9% clks

GRAND CAYMAN  
8.5% clks

Entire section =  
45% of clicks

THE RITZ-CARLTON

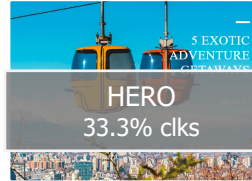
\*Financial Data Source: Omniture 7-day

THEME: Exotic Adventure Getaway

- 2.5M Delivered
- 18% Open Rate
- 1.1% CTR
- 6.1% CTOR
- 304 Bookings\*
- 720 Room Nights\*
- \$156.0K Revenue\*

- Top 3 performing modules:
  - Hero (33% of clicks)
  - CRM (15.7% of clicks)
  - Travel Interest: Mountains (9.5% of clicks)
- Hero did not garner the same level of interest as previous months
  - Content may have been too niche; consider broader appeal content
- Highest level of engagement in CRM content YTD at 16% of clicks
  - Leveraged same article for all segments, only versioned copy and reserve CTAs
  - Shows opportunity to test copy versioning for other email content

HEADER  
5.0% clks



EXCLUSIVELY FOR  
RESIDENCE OWNERS

RESIDENCE OWNERS  
0.2% clks

—  
JOURNEY: FLIGHTS  
OF FANCY

**HOTEL SPOTLIGHT**  
6.3% cks

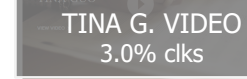
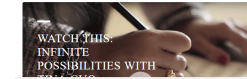
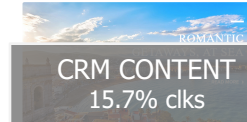
STAY AT THE KITZ-CARLTON, KUALA LUMPUR

RESERVE

**BEHIND THE SCENES**

*"The Batu Caves are 400-million-year-old limestone caves with 100-year-old Hindu Temple inside. At the entrance of the main cave (272 steps up) you'll be greeted by the gold, 140-foot Lord Murugan Statue, which can be seen from outer area!"*

— Chandra Segaran Senthiraman, Group Chief Concierge at The Ritz-Carlton, Singapore



MOUNTAIN  
RESORTS THAT  
TRIP ENIGMAS

TRAVEL BY INTEREST  
9.5% c/lks



MORE MOMENTS




—  
GENEVA: THE  
ROMANCE WITHIN



[FIRST LAST'S][YOUR]  
RESERVATION HISTORY:

Recent Stay(s):  
[CHECK-IN DATE] TO [CHECKOUT DATE] AT [PROPERTY]  
Thank you for your recent stay. Please share your memories with us on Instagram.




 [SHARE #RCMEMORIES](#) >

Upcoming Stay(s):  
[CHECK-IN DATE] TO [CHECKOUT DATE] AT [PROPERTY]  
Enhance your stay in [City] with local activities and experiences.

**PLAN YOUR VISIT** >

*At Your Local Peto-Carlini*  
**FARM-TO-TABLE CUISINE AT M BISTRO**  
**New Orleans:** Discover our menu featuring organic, seasonal produce from farms across the South.  
[CHECK-IN DATE] TO [CHECKOUT DATE] AT [PROPERTY]  
DISCOUNT >



**#RCMEMORIES**

Experience The Rio-Carton through the eyes of fellow travelers and share unforgettable moments from your own stay.

[SEE MORE #RCMEMORIES >](#)

COMING NEXT MONTH

Lorem Ipsum Dolor (20) - Lorem Ipsum Dolor (20) - Lorem Ipsum Dolor Sit (20)

\_\_\_\_\_

\*Financial Data Source: Omniture 7-day

# TOP 10 ARTICLES: Q2 2019

---

- May Hero was the most engaging article for the quarter
- List style headline held 5-*ish* out of 10 positions; DC article used words for numbers – consider testing approach
- Instagram engagement shows members scroll and interest in lower placed content (last module in email)

	Article Title	Month	Section	Clicks
1	6 Secret Beach Escapes	May	Hero	40.1 K
2	6 Global Culinary Adventures	April	Hero	12.4 K
3	5 Exotic Adventure Getaways	June	Hero	12.0 K
4	Romantic Getaways, At Sea	June	Middle Offers	4.4 K
5	Journey: One Trip, Two Cities (Washington, DC)	May	Middle Offers	3.9 K
6	Mountain Resorts That Transcend The Seasons	June	Bottom Offers	3.4 K
7	Loyalty Content: Saks	June	Bottom Offers	2.0 K
8	The Canary Islands: Fires Of Creation	May	Bottom Offers	1.9 K
9	Instagram	April	Bottom Offers	1.8 K
10	7 Exotic Ways To Unwind (WTE/Default CRM)	May	Middle Offers	1.7 K



# TOP 10 ARTICLES: Q2 2019 – BY SEGMENT

- WTE and SS have the highest level of engagement out of the top segments
- Consider expanding CRM versioning to other modules to drive lift in engagement

# OF DELIVERED EMAILS (Q2 2019)			401 K	366 K	341 K	346 K	181 K	8.5 M
Q2 2019 EMAIL ARTICLES			% OF ALL CLICKS BY SEGMENT					
Month	Email Section	TOP 10 ARTICLES	WELL-TRAVELED EXECUTIVES	SUN SEEKERS	THE CELEBRATORS	OCCASIONAL EXPLORERS	THE ASPIRERS	OTHER GUESTS
May	Hero	6 Secret Beach Escapes	5.8%	8.2%	5.9%	3.9%	1.6%	74.6%
April	Hero	6 Global Culinary Adventures	6.3%	5.8%	5.7%	4.3%	1.5%	76.4%
June	Hero	5 Exotic Adventure Getaways	5.8%	7.3%	5.9%	4.2%	1.7%	75.0%
June	Middle Offers	Romantic Getaways, At Sea	5.6%	8.4%	6.0%	4.2%	1.4%	74.4%
May	Middle Offers	Journey: One Trip, Two Cities (DC)	6.7%	4.9%	5.5%	4.8%	1.7%	76.4%
June	Bottom Offers	Mountain Resorts That Transcend The Seasons	5.0%	7.8%	7.3%	3.7%	1.6%	74.6%
June	Bottom Offers	Loyalty Content: Saks	7.5%	7.1%	7.1%	4.3%	1.6%	72.4%
May	Bottom Offers	The Canary Islands: Fires Of Creation	5.9%	9.1%	6.2%	3.8%	1.0%	74.1%
April	Bottom Offers	Instagram	7.8%	8.0%	5.2%	5.0%	1.5%	72.6%
May	Middle Offers	7 Exotic Ways To Unwind (WTE/Default CRM)	8.2%	0.0%	0.2%	0.1%	2.2%	89.4%

# TOP 10 ARTICLES: Q2 2019 – BY SEGMENT

Article engagement is the the same for key segments as it is for all readers combined; differences are highlighted and are unique to targeted CRM content for WTE and CEL; Sun Seekers clicked more on Suites module in May

Top 10 Articles	WTE Clicks
6 Secret Beach Escapes (May)	2,325
6 Global Culinary Adven... (April)	778
5 Exotic Adventure Geta... (June)	702
Journey: One Trip, Two...(DC; May)	264
Romantic Getaways, At Sea (June)	246
Mountain Resorts That Transcend The Seasons (June)	172
Loyalty Content: Saks (June)	151
Instagram (April)	143
7 Exotic Ways To Unwind - CRM (May)	142
The Canary Islands: Fire of Creation (May)	114

Top 10 Articles	CEL Clicks
6 Secret Beach Escapes (May)	2,368
5 Exotic Adventure Geta... (June)	716
6 Global Culinary Adven... (April)	708
Romantic Getaways, At Sea (June)	263
Mountain Resorts That Transcend The Seasons (June)	253
Journey: One Trip, Two...(DC; May)	217
Loyalty Content: Saks (June)	143
The Canary Islands: Fires Of Creation (May)	121
The Road Less Traveled (For Now) – CRM (May)	106
Instagram (May)	103

Top 10 Articles	SUN SEEKERS Clicks
6 Secret Beach Escapes (May)	3,287
5 Exotic Adventure Geta... (June)	883
6 Global Culinary Adven... (April)	713
Romantic Getaways, At Sea (June)	371
Mountain Resorts That Transcend The Seasons (June)	270
Journey: One Trip, Two...(DC; May)	191
The Canary Islands: Fires Of Creation (May)	176
Suites (May)	150
Instagram (April)	147
Loyalty Content: Saks (June)	143

# TESTING & OPTIMIZATION

# SUBJECT LINE TEST RESULTS

- Branded, Insider approach was consistent winner in April and May
- Recommend continuing to optimize this approach along with other styles and tactics

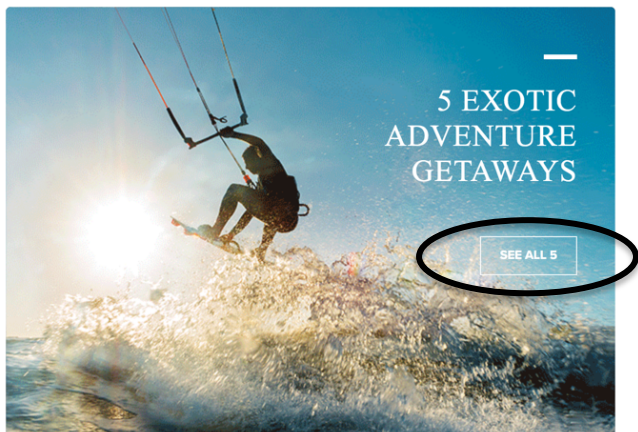
Campaign/Subject Lines	Results	Description of Winner
<b>APRIL RCR ENEWS</b>		
• INSIDE THE RITZ-CARLTON: 6 Global Culinary Experiences	Winner	Branded, All-caps, List style
• 6 Global Culinary Experiences	-2.6 pts.	
• This Month at The Ritz-Carlton: 6 Global Culinary Experiences	-1.1 pts.	
<i>Pre-header: Dining trends, cocktail magic, plus an exclusive interview with Chef Dean Fearing.</i>		
<b>MAY NEWSLETTER</b>		
• INSIDE THE RITZ-CARLTON: 6 Secret Beach Escapes	Winner	Same approach as April
• 6 Secret Beach Escapes	-0.6 pts.*	
• This Month at The Ritz-Carlton: 6 Secret Beach Escapes	-1.9 pts.	
<i>Pre-header: ALSO: A tale of two cities, unforgettable family vacations, and more ways to make your summer travel absolutely amazing.</i>		

\* Not statistically significant



# CTA BUTTON TEST RESULTS

- Objective was to lift click engagement with a more prominent button style CTA
- Test version included box style button for all primary CTAs (button example below)
- Results were not statistically significant, but the test version had a slightly higher CTOR (+0.15 pts)
- Retested in July; preliminary results show similar engagement – slightly higher CTOR with test version



Test Version  
8.6% CTOR

VS.



Control Version  
8.4% CTOR

# ACTIONABLE INSIGHTS

# ACTIONABLE INSIGHTS

---

- Test expanding personalized CRM content into other modules (version Hero copy for key segments)
- Continue timing for additional monthly Solo emails; send at least 1 week from eNews mailing
  - Future test opportunity to measure engagement based on days since last mailing
- Consider more targeted approach to optimize future Solos (active stayers, feeder markets to featured properties, seasonal stayers)
- Look for articles that have broader appeal and target niche articles to select audience based on past stay behaviors
  - Target adventure type content to stayers that have engaged in activities that align with content (past stayers that purchase ski packages reflects an adventurous type)
- Content and creative approaches to continue that drive engagement:
  - Summer vacation content: leverage as YoY content and version copy by CRM segment
  - Beaches: consideration for creative (sunny images with ocean or pools); test into using sunset images
  - Linking content catches clicks: continue linking all modules like 'Behind the Scenes'

# LEARNING AGENDA

# UPDATED LEARNING AGENDA

Category	Initiative / Business Objective	Key Questions	Actions Taken
Newsletter Performance	<ul style="list-style-type: none"> <li>Establish new baseline KPI's</li> <li>Increase email KPI's through targeting and content optimization</li> </ul>	<ul style="list-style-type: none"> <li>How do readers engage with content?</li> <li>Can we improve clicks by optimizing content with additional data assets?</li> <li>Is frequency/cadence optimal for engagement?</li> <li>Are there technologies that will help improve content performance, learnings, and overall email engagement?</li> </ul>	<ul style="list-style-type: none"> <li>Created 3-month newsletter engagement baselines</li> </ul>
Segmentation	<ul style="list-style-type: none"> <li>Optimize targeting to drive 1:1 relevancy and engagement</li> <li>Ongoing refinement of new reader targeting criteria</li> <li>Maintain/improve KPI's for key CRM segments</li> </ul>	<ul style="list-style-type: none"> <li>How are new readers engaging with content? Are there proven tactics we can use to increase engagement?</li> <li>How does content that is specifically tailored to key segments (Sun Seekers, Well-Traveled Exec and Celebrators) impact their engagement and booking behavior?</li> </ul>	<ul style="list-style-type: none"> <li>Expanded segmentation to include luxury stayers at other brand</li> <li>Targeting content to Residence Owners (6 inclusions per year)</li> </ul>

# UPDATED LEARNING AGENDA

Category	Initiative / Business Objective	Key Questions	Actions Taken
Content	<ul style="list-style-type: none"> <li>• Increase monthly impressions with ongoing subject line optimization</li> <li>• Present content that drives valuable clicks</li> <li>• Measure the effectiveness of various types of content and modules</li> <li>• Optimize loyalty support tactics for win-win results</li> </ul>	<ul style="list-style-type: none"> <li>• Do some content types drive more engagement than others? (trip modules, local content, lists, animation, videos...)</li> <li>• Does geo-targeting content help lift engagement? Which tactics work better than others?</li> <li>• How does engagement differ when we send a longer message vs. a shorter one?</li> <li>• What type of images lift engagement more than others? (light vs. dark, animation vs. lifestyle, people vs. no people)</li> <li>• Are there any loyalty content engagement trends that can be leveraged to inform future newsletter content decisions?</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing subject line optimization</li> <li>• Updated creative approach to include lighter images</li> <li>• Conducted CTA treatment test</li> </ul>
Personalization	<ul style="list-style-type: none"> <li>• Drive relevancy and engagement that aligns with brand experience</li> </ul>	<ul style="list-style-type: none"> <li>• What are the effects of personalization?</li> <li>• Could personalization drive an aggregate, cumulative effect on overall engagement?</li> <li>• What types of personalization tactics drive engagement the most? For key CRM segments? (name, type of content, imagery, data-driven/profile content like birthday or special occasion)</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshing Farm-to-Table localized hotel content</li> </ul>

# Q3/Q4 2019 LEARNING ITEMS

---

- Continue subject line optimization tactics
- Evaluate triggered email performance and conduct optimization analysis
  - Performance deep dive with ongoing learning plans for each email, if needed
  - Start email strategy discussions on Aug 9, 2019
  - Email campaigns to be evaluated:
    - Special Occasion/Anniversary
    - Upcoming Birthday
    - Happy Birthday
    - Leisure Stay
  - Relaunch planned for 2020

# Q3/Q4 2019 LEARNING ITEMS

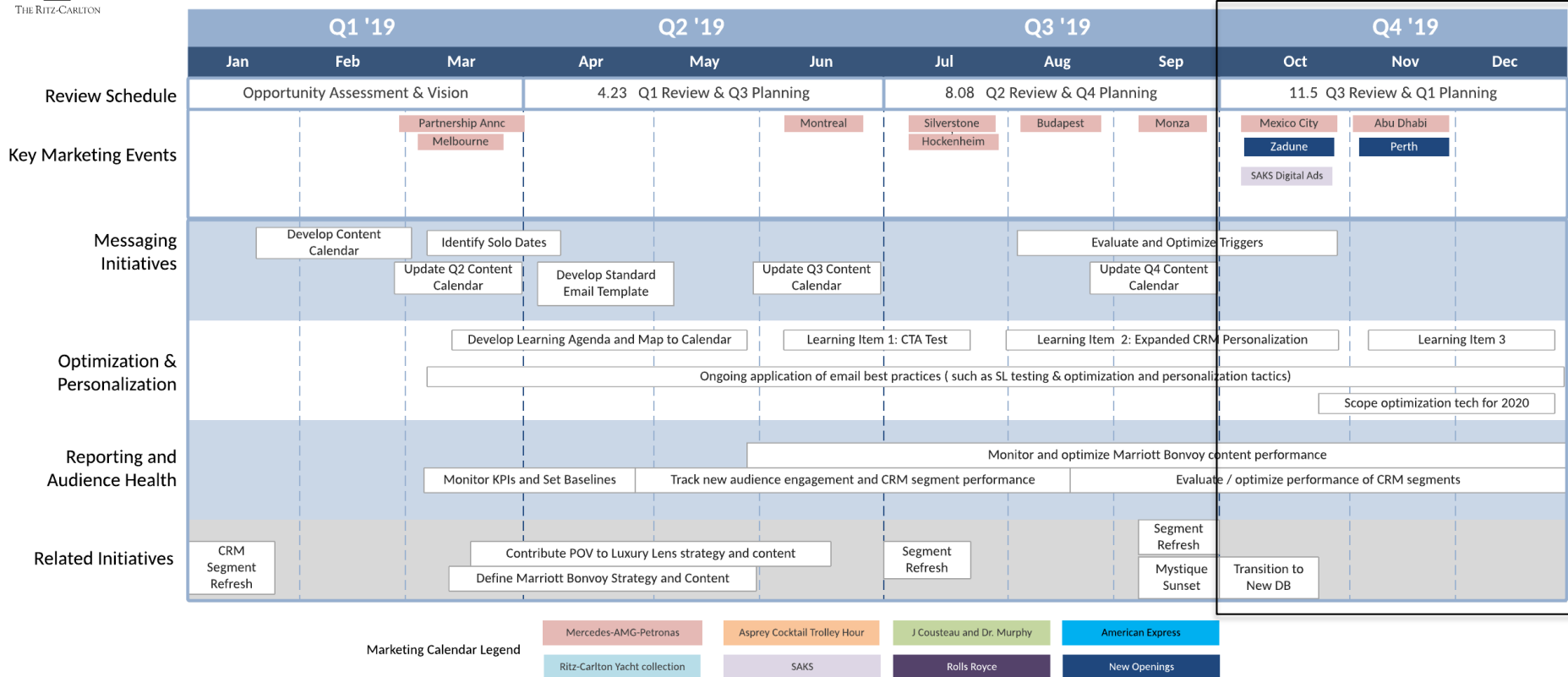
---

- CRM Personalization (targeted for October)
  - Measure the effectiveness of targeted hero content to key CRM segments
  - Split audience 50/50
  - Create personalized content and a default (control)
  - Use CDATA fields to target content; store as secondary segments for reporting
  - Consider testing 2 or 3 times for behavior trends
  - Success KPI: Module CTR



# QUARTERLY PLANS

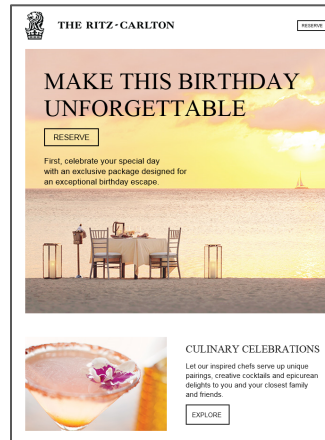
# The Ritz-Carlton Email Program Roadmap



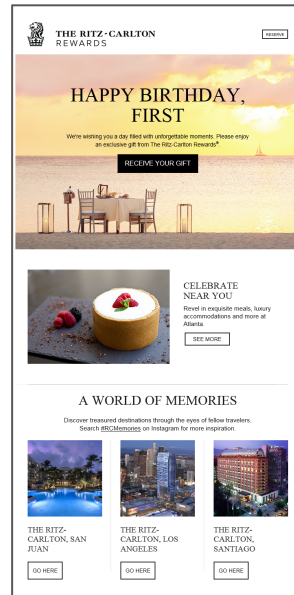
# TRIGGER OVERHAUL

# OPPORTUNITY TO UPDATE LIFECYCLE TOUCHES

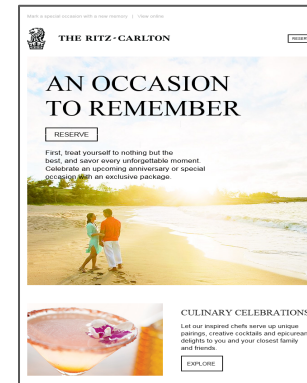
- Evaluate the holistic guest experience, including Marriott Bonvoy communications
- Consider ways that lifecycle details can be incorporated into the monthly newsletter for a personalized experience
- To help decide some of the above, assess current message performance



Upcoming Birthday



Birthday (day of)



Special Occasion/Anniversary

# TRIGGERED EMAIL PERFORMANCE

## Upcoming Birthday


Reserve with a memorable birthday getaway | View video

**THE RITZ-CARLTON** RESERVE

### MAKE THIS BIRTHDAY UNFORGETTABLE

RESERVE

First, celebrate your special day with an exclusive package designed for an exceptional birthday escape.



**CULINARY CELEBRATIONS**

Let our inspired chefs serve up unique pairings, creative cocktails and epicurean delights to you and your closest family and friends.

EXPLORE

f t p i d f | DOWNLOAD THE APP

LET US STAY WITH YOU\*

CONTACT US | RESERVATIONS | DESTINATIONS | THE RITZ-CARLTON REWARDS

Offers require purchase, are subject to availability at participating hotels and restrictions apply. Please see complete terms and conditions at [ritzcarnival.com/staywithyou](#).

To consider: Select Thompsons, News and Account\* Sign. This can also be considered by writing to: General Counsel, The Ritz-Carlton Rewards, 410 West Coast Center Bldg., Suite 100, Houston, TX 77057.

©2019 The Ritz-Carlton Hotel Company, LLC. All rights reserved.

Delivered 521,743

Rev/del. \$0.46

12 mailings: 11/17 – 02/19

## Birthday (day of)


Reserve your day with an exclusive gift | View video

**THE RITZ-CARLTON** RESERVE

### HAPPY BIRTHDAY, THOMAS

We're wishing you a day filled with unforgettable moments. Please enjoy an exclusive gift from The Ritz-Carlton Rewards®.

RECEIVE YOUR GIFT




**CELEBRATE NEAR YOU**

Revel in exquisite meals, luxury accommodations and more at New York, Central Park.

SEE MORE


### A WORLD OF MEMORIES

Discover treasured destinations through the eyes of fellow travelers. Search #RitzCarnival on Instagram for more inspiration.




THE RITZ-CARLTON, NEW ORLEANS

GO HERE



THE RITZ-CARLTON, ST. LOUIS

GO HERE



THE RITZ-CARLTON, DENVER

GO HERE

f t p i d f | DOWNLOAD THE APP

LET US STAY WITH YOU\*

CONTACT US | RESERVATIONS | DESTINATIONS | THE RITZ-CARLTON REWARDS

Offers require purchase, are subject to availability at participating hotels and restrictions apply. Please see complete terms and conditions at [ritzcarnival.com/staywithyou](#).

To consider: Select Thompsons, News and Account\* Sign. This can also be considered by writing to: General Counsel, The Ritz-Carlton Rewards, 410 West Coast Center Bldg., Suite 100, Houston, TX 77057.

©2019 The Ritz-Carlton Hotel Company, LLC. All rights reserved.

Delivered 31,566

Rev/del. \$0.66

12 mailings: 11/17 – 02/19

## Leisure Stay

Reserve your next great getaway | View video


**THE RITZ-CARLTON** RESERVE

### NEW MEMORIES AWAIT

Return to a treasured place to relive your fondest travel memories. Or discover unforgettable moments in a new destination.

FIND YOUR ESCAPE


### LOCATIONS YOU MIGHT ENJOY



ALMATY

Almaty's most dynamic and vibrant city.


RESERVE



MOSCOW

Legends, history and stunning views off Red Square.

RESERVE



SHANGHAI, PUDONG

Unrivalled views amid the Lujiazui Financial District.

RESERVE

EXPLORE ALL DESTINATIONS | BROWSE LOCATIONS

f t p i d f | DOWNLOAD THE APP

LET US STAY WITH YOU\*

CONTACT US | RESERVATIONS | DESTINATIONS | THE RITZ-CARLTON REWARDS

Offers require purchase, are subject to availability at participating hotels and restrictions apply. Please see complete terms and conditions at [ritzcarnival.com/staywithyou](#).

To consider: Select Thompsons, News and Account\* Sign. This can also be considered by writing to: General Counsel, The Ritz-Carlton Rewards, 410 West Coast Center Bldg., Suite 100, Houston, TX 77057.

©2019 The Ritz-Carlton Hotel Company, LLC. All rights reserved.

Delivered 502,450

Rev/del. \$0.30

8 mailings: 06/17 – 01/19

## Special Occasion/Anniversary

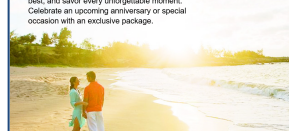
Reserve a special occasion with a new memory | View video

**THE RITZ-CARLTON** RESERVE

### AN OCCASION TO REMEMBER

RESERVE

First, treat yourself to nothing but the best, and save every unforgettable moment. Celebrate an upcoming anniversary or special occasion with an exclusive package.



**CULINARY CELEBRATIONS**

Let our inspired chefs serve up unique pairings, creative cocktails and epicurean delights to you and your closest family and friends.

EXPLORE

f t p i d f | DOWNLOAD THE APP

LET US STAY WITH YOU\*

CONTACT US | RESERVATIONS | DESTINATIONS | THE RITZ-CARLTON REWARDS

Offers require purchase, are subject to availability at participating hotels and restrictions apply. Please see complete terms and conditions at [ritzcarnival.com/staywithyou](#).

To consider: Select Thompsons, News and Account\* Sign. This can also be considered by writing to: General Counsel, The Ritz-Carlton Rewards, 410 West Coast Center Bldg., Suite 100, Houston, TX 77057.

©2019 The Ritz-Carlton Hotel Company, LLC. All rights reserved.

Delivered 33,057

Rev/del. \$0.50

12 mailings: 02/18 – 02/19

# RECOMMENDED PRIORITY

---

1. Birthday Series (strong reach & revenue)
  2. Leisure Stay (strong reach = revenue driver)
  3. Special Occasion (strong revenue, limited reach)
- 
- Develop new strategy brief for each campaign in succession.
  - Process will include:
    - Discovery Session to confirm email goals & objectives, understand data, targeting and segmentation options, and share optimization recommendations
    - Strategy Presentation to share final strategy and content direction
    - We will then update brief to incorporate feedback
    - Brief will support campaign targeting and set up and creative development

# BIRTHDAY SERIES

---

## **Objective:**

Recognize our guests. Use initial touch to promote booking & F&B opportunities to make the most of their celebrations. Use day of messaging to provide gift and invite guest to celebrate with us.

## **Target:**

Former RCR members, members & non-members with stay at any The Ritz-Carlton hotel property in the last 12 months

## **Update Considerations:**

- Can we continue to promote exclusive packages?
- Do we still have a gift to offer?



# LEISURE STAY TRIGGER

---

## **Objective:**

Inspire travel by reminding guests of exceptional experiences they have had in the past and recommending destinations and experiences they might enjoy

## **Target:**

Former RCR members and members & non-members with prior “leisure stay”

## **Update Considerations:**

- What opportunities exist for dynamic personalization?
- What modeling exists to fuel recommendations?
- How can we expand the audience?

# SPECIAL OCCASION

---

## **Objective:**

Inspire guests to book travel or celebrate with us via F&B to celebrate a recurring special occasion.

## **Target:**

Former RCR members and members & non-members with special occasion data in their records

## **Update Considerations:**

- Is this data being migrated from Mystique and will it be actionable?
- Can we continue to promote exclusive packages?

# NEXT STEPS / TIMELINE

OVERALL PROCESS	DATE	MEETING LENGTH	MEETING GOAL
<b>Strategic Recommendation Meeting</b>	8/8/19	30 mins	Share recommendation for approach to strategic deep dive, outline deliverables, review process, and timelines
<b>Email #1</b>			
<b>Discovery Session</b>	8/15/19	1.5 hours	Confirm email goals & objectives, understand data, targeting and segmentation options, and share optimization recommendations
<b>Final Presentation</b>	8/29/19	1.5 hours	Share final strategy and content direction
<b>Email #2</b>			
<b>Discovery Session</b>	9/4/19	1.5 hours	Confirm email goals & objectives, understand data, targeting and segmentation options, and share optimization recommendations
<b>Final Presentation</b>	9/19/19	1.5 hours	Share final strategy and content direction
<b>Email #3</b>			
<b>Discovery Session</b>	9/24/19	1.5 hours	Confirm email goals & objectives, understand data, targeting and segmentation options, and share optimization recommendations
<b>Final Presentation</b>	10/8/19	1.5 hours	Share final strategy and content direction

# THANK YOU

THE RITZ-CARLTON | *yes*

# YTD 2019 NEWSLETTER DASHBOARD

		January	February	March	April	May	June	2019					
	Metric	Actual	Actual MoM	Actual MoM	Actual MoM	Actual MoM	Actual MoM	YTD					
EMAIL								Total					
Audience Health	Delivered	2.0 M	---		1.8 M	-9.7%	2.5 M	41.4%	2.5 M	-0.4%	2.5 M	0.2%	11.4 M
	Delivery Rate	98.5%	---		97.5%	-1.0 pts	96.9%	-0.6 pts	97.7%	+0.8 pts	97.8%	0.1 pts	97.6%
	Unsub Rate	0.16%	---		0.18%	+0.01 pts	0.22%	+0.04 pts	0.19%	-0.03 pts	0.18%	0.0 pts	0.18%
Engagement	Open Rate	20.2%	---		18.0%	-2.2 pts	18.7%	+0.8 pts	18.9%	+0.2 pts	17.6%	-1.3 pts	18.6%
	Opens	403.3 K	---		323.8 K	-19.7%	476.9 K	47.3%	480.0 K	0.6%	447.5 K	-6.8%	2.12 M
	CTR	1.52%	---		0.81%	-0.7 pts	0.83%	+0.02 pts	2.08%	+1.2 pts	1.08%	-1.0 pts	1.28%
	Clicks	30.3 K	---		14.6 K	-51.9%	21.1 K	45.2%	52.7 K	149.2%	27.5 K	-47.8%	145.7 K
	CTOR	7.5%	---		4.5%	-3.0 pts	4.4%	-0.1 pts	11.0%	+6.5 pts	6.1%	-4.8 pts	6.87%
Financials	Bookings	491	---		222	-54.8%	221	-0.5%	660	198.6%	304	-53.9%	1.8 K
	Room Nights	1.4 K	---		539	-60.8%	530	-1.7%	1.5 K	182.3%	720	-51.9%	4.4 K
	Revenue	\$351.0 K	---		\$141.8 K	-59.6%	\$106.0 K	-25.3%	\$327.1 K	208.7%	\$156.0 K	-52.3%	\$1.0 M
	Bookings/Dlvd (K)	\$0.25	---		\$0.12	-49.9%	\$0.09	-29.6%	\$0.26	199.9%	\$0.12	-54.0%	0.16

Data source(s): Harmony and Omniture

\*Last RCR eNews

\*Paused for MBV Launch

\*New Template Vs. Jan '19

# Q2 2019 EMAIL ENGAGEMENT BY SEGMENT

---

SEGMENT	DELIVERED	OPEN RATE	CTR	CTOR	UNSUB RATE
WELL-TRVLD EXEC.	401 K	24.1%	1.7%	7.0%	0.13%
SUN SEEKERS	366 K	25.7%	2.3%	8.8%	0.15%
CELEBRATORS	341 K	24.1%	1.9%	8.0%	0.13%
OCCASIONAL EXPL.	346 K	21.9%	1.4%	6.4%	0.17%
ASPIRERS	181 K	19.4%	1.1%	5.4%	0.20%
OTHER GUESTS	8.5 M	17.8%	1.0%	5.7%	0.21%
TOTAL	10.1 M	18.7%	1.1%	6.1%	0.20%

Reporting period: April – June 2019

## Base Communications

Ongoing relevant communications based on marketing calendar

Newsletter /  
Magazine

Monthly theme driven storytelling  
Leverages data driven personalized content

- Geo-based Recos and Offers
- Stay Activity

Solos

Dedicated message(s) to highlight important partnership or brand content and initiatives.

METT

Communicate property specific features and experiences

## Lifecycle Touches

Thoughtfully addresses notable moments in the guest's life or stay experience

Upcoming  
Birthday

Happy Birthday

Special Occasion  
Anniversary

## Behavioral

Relevant and timely triggers delivered based on travel behavior

Leisure Trigger

## Loyalty Communications

E-statement  
& Promos

Lifecycle

Earn/  
Redeem

Elite  
Status

MARRIOTT  
BONVOY

## Reservation / e-confo

Booking  
Cycle

Mobile  
Check-in

# TRIGGERED EMAIL PERFORMANCE (Q1 REVIEW)



# SPECIAL OCCASION/ANNIVERSARY

Jan/Feb 2019 Avg.

Avg. Delivered	Open Rate	CTR	CTOR
14.3K	26.4%	2.4%	9.0%
-62% vs. '18 avg.	-1% vs. '18 avg.	Flat vs. '18 avg.	Flat vs. '18 avg.

- Engagement remains steady across all KPIs
- Deep dive needed to understand drop in Jan/Feb delivered counts; down -62% vs. 2018 monthly avg.
- Consider testing other data-driven tactics in subject line to lift engagement
  - More personalization so reader knows specific to them & occasion
  - Data on other activities during last stay (spa, golf, ski, dining)
  - Lead with city name "Your Spa Awaits in Barcelona"
- Strategy & content optimization analysis planned for Q2

SL = Make This a Special Occasion to Remember - [Property Name]  
PH = Mark a special occasion with a new memory

PRE-HEADER: 3%

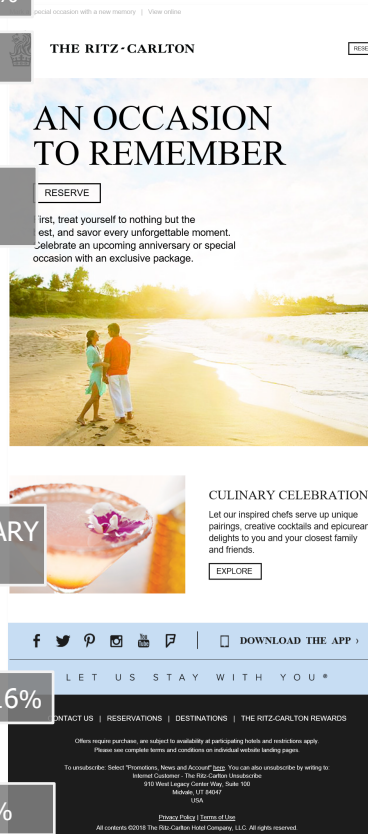
HEADER: 15%

HERO  
41%

EXPLORE CULINARY  
11%

SOCIAL BAR: 16%

FOOTER: 9%



# BIRTHDAY (UPCOMING)

Jan/Feb 2019 Avg.

Avg. Delivered	Open Rate	CTR	CTOR
17.8K	39.0%	6.1%	15.8%
-42% vs. '18 avg.	+34% vs. '18 avg.	+47% vs. '18 avg.	+11% vs. '18 avg.

- Double digit increases in primary KPIs compared to 2018 avg.
- Campaign was paused from Sep – Dec 2018
- Deep dive needed to understand drop in Jan/Feb delivered counts; down -62% vs. 2018 monthly avg.
- Hero clicks +17% YoY; possible impact from creative updates in Dec'18
- Strategy & content optimization analysis planned for Q2
  - Consider moving property recommendations into this email to help with birthday trip planning

SL = Celebrate Your Birthday With Us  
PH = Celebrate with a memorable birthday getaway



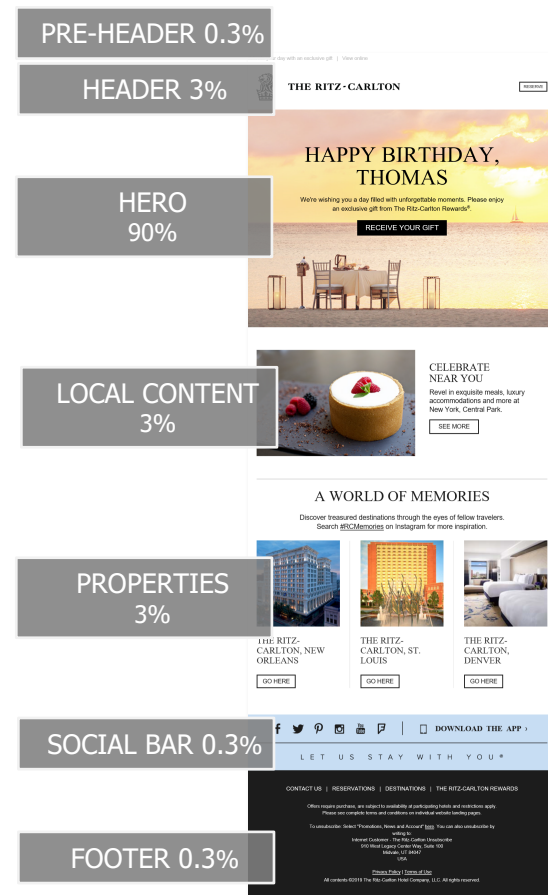
# BIRTHDAY (DAY OF)

Jan/Feb 2019 Avg.

Avg. Delivered	Open Rate	CTR	CTOR
1.5K	37.6%	28.8%	76.7%
-44% vs. '18 avg.	-1% vs. '18 avg.	+1% vs. '18 avg.	+3% vs. '18 avg.

- Highly engaged campaign driving nearly 80% of the openers to click; lift open rates by testing hero CTA approach in subject line
  - "Your Birthday Gift Is Inside"
- Similar deep dive needed to understand delivered declines
- The heat map click distribution is flat YoY
- Strategy & content optimization analysis planned for Q2
  - Consider including only the hero/gift message and local property F&B opportunity; target F&B content based on proximity to property

SL = Celebrate Your Day  
PH = Celebrate your day with an exclusive gift



# LEISURE STAY

Jan 2019

Avg. Delivered <b>8.5K</b> -27% vs. '18 avg.	Open Rate <b>31.1%</b> -4% vs. '18 avg.	CTR <b>2.7%</b> -4% vs. '18 avg.	CTOR <b>8.7%</b> Flat vs. '18 avg.	Room Nights <b>12</b> +30% vs. '18 avg.
----------------------------------------------------	-----------------------------------------------	----------------------------------------	------------------------------------------	-----------------------------------------------

- Last deployment was Jan 2019 to 8.5K customers; down -27% vs. 2018 average; declines are similar to other 2019 triggers
- Open rate is steady with 2018 avg., but click rate declines show need for content review and optimization; properties drive engagement
- Strategy and optimization analysis planned for Q2
  - Look into additional audiences for message (i.e. those that prefer to stay at ski resorts)
  - Expand personalization approach; how to build upon your previous memories
  - Determine if hotel recommendation logic updates are needed

SL = Experience an Unforgettable Getaway  
PH = Plan your next great getaway

PREHEADER: 4.1%

HEADER: 1.9% clks

HERO NEW MEMORIES  
15.4% clks AWAIT

Discover a new place to relive your fondest travel memories.  
Or discover unforgettable moments in a new destination.

FIND YOUR ESCAPE

LOCATIONS YOU MIGHT ENJOY

PROPERTIES:  
69.3% clks

ALMATY  
Kazakhstan's most dynamic  
and vibrant city.