



THE RITZ - CARLTON

Q4 2019 EMAIL REVIEW & PLANNING SESSION

February 4, 2020

yes

MEETING AGENDA

- Q4 2019 Key Storylines
- Performance Overview
- Newsletter & Solo Engagement
- Testing & Optimization
- Actionable Insights

KEY STORYLINES: Q4 2019

- Emails successfully drove 24% of quarterly revenues to The Ritz-Carlton
- Seasonality was a factor in QoQ engagement declines
- Oct and Nov eNews open and click rates were steady MoM, but Nov and Dec financials were down; readers were interested in the content, but not ready to book during the busy holiday shopping season
- Quarterly engagement wins were from several personalized and timely messages; learnings used to inform 2020 optimization plans

PERFORMANCE SUMMARY

Q4 2019 EMAIL PERFORMANCE SUMMARY

- Q4 email and financial engagement metrics were impacted by seasonality
- Dec eNews had the lowest email performance all year; revenue was 16% higher MoM, but still one of the lowest revenue generating campaigns all year
- Delivering 28% more emails QoQ from additional Solos helped engagement, but not enough to combat seasonal lows: NYE / New Openings Solo in Dec and Warm Weather Solo in Nov

Engagement

12.7 M

Emails Delivered
+27.9% QoQ
(+2.8 M)

18.9%

Open Rate
0.00 pts QoQ

1.1%

CTR
-0.3 pts. QoQ

5.8%

CTOR
-1.7 pts QoQ

0.17%

Unsubscribe Rate
-0.02 pts QoQ

Financials

981

Bookings
-15.0% QoQ
(-173)

2.3 K

Room Nights
-14.5% QoQ
(-386)

\$506.0 K

Revenue
-11.7% QoQ
(-\$67.4 K)

\$0.04

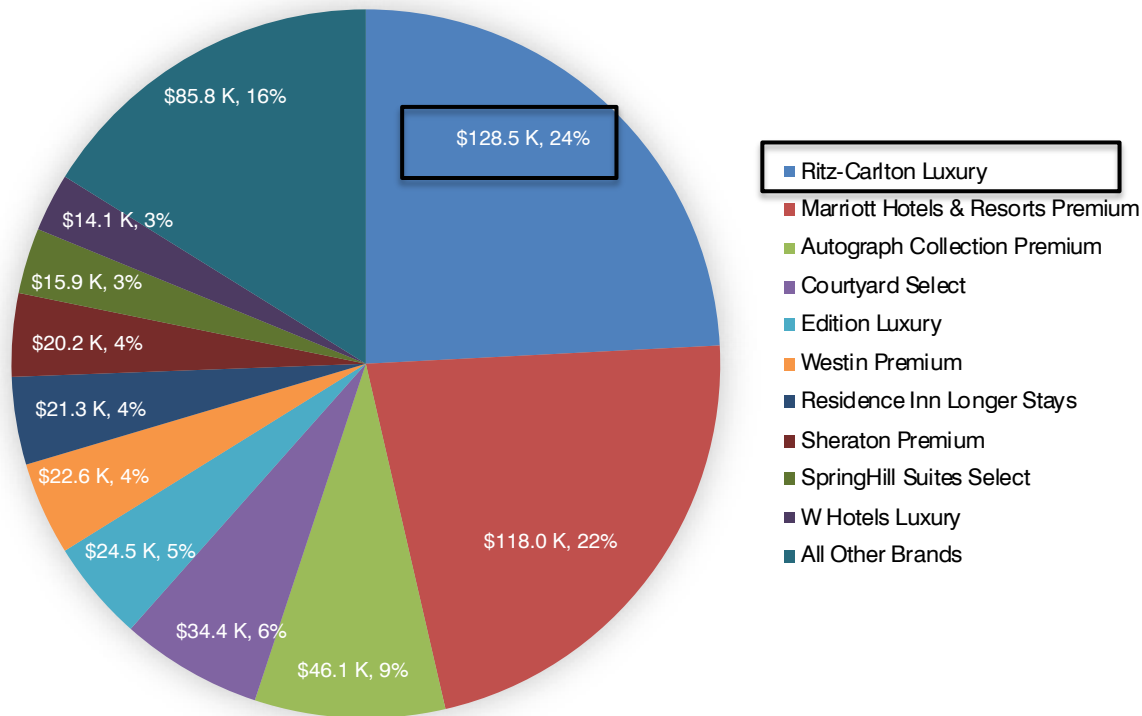
Revenue/Delivered
-31.0% QoQ

0.7%

Conversion
-0.1 pts QoQ

EMAIL REVENUE TO BRAND CONTRIBUTION

**% of Q4 2019 Revenue
By Brand**



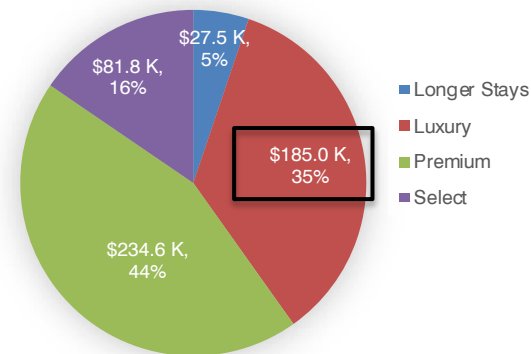
Q4 emails were successful at driving business to The Ritz-Carlton hotels

A disproportionate amount of Q4 '19 email revenue went to The Ritz-Carlton brand (24%)

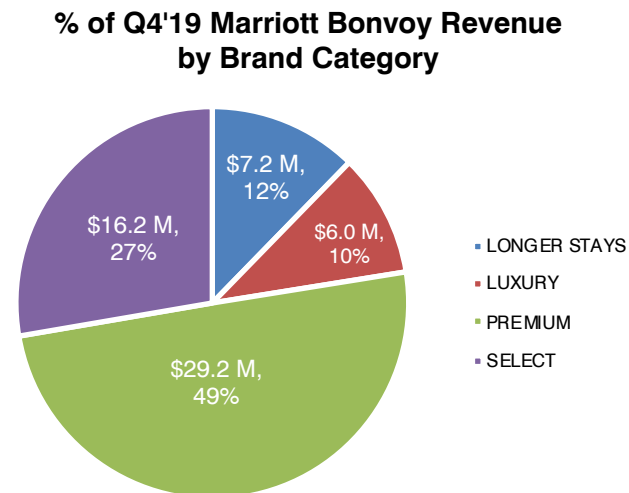
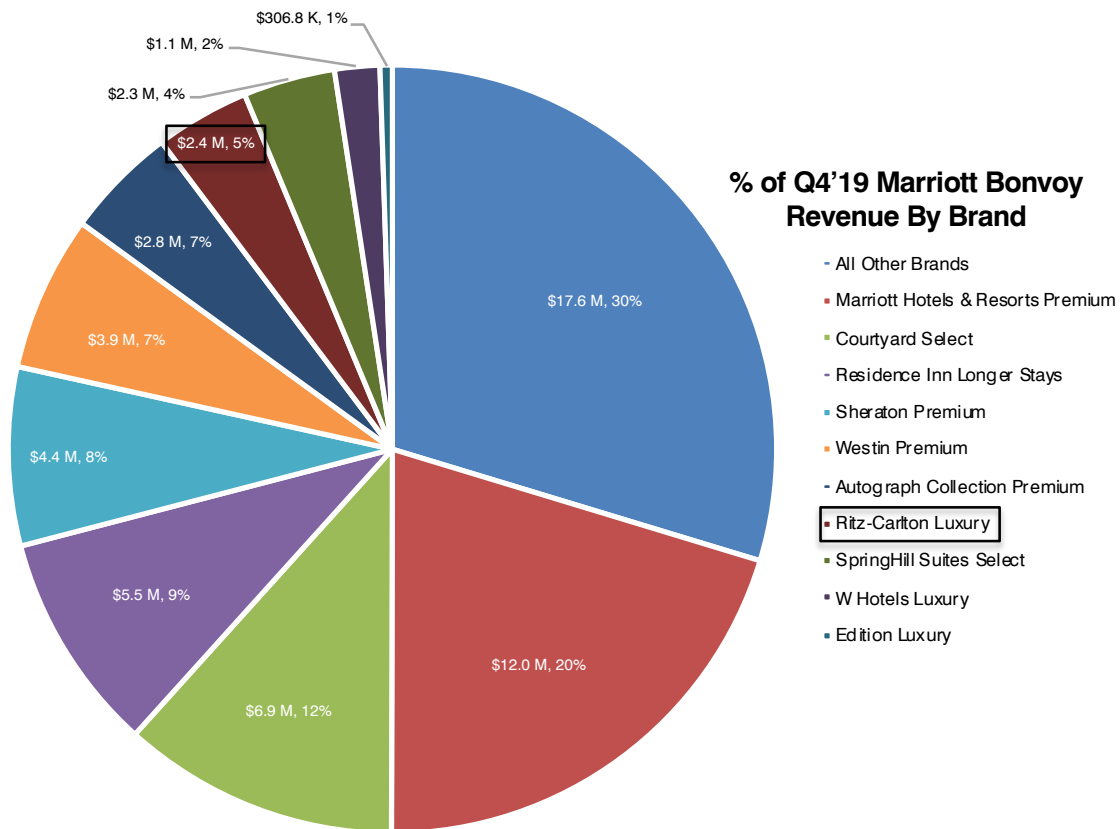
35% of email revenue went to Luxury brand hotels (includes RC) which supports targeting of lux stayers



**% of Q4 2019 Revenue
By Brand Category**

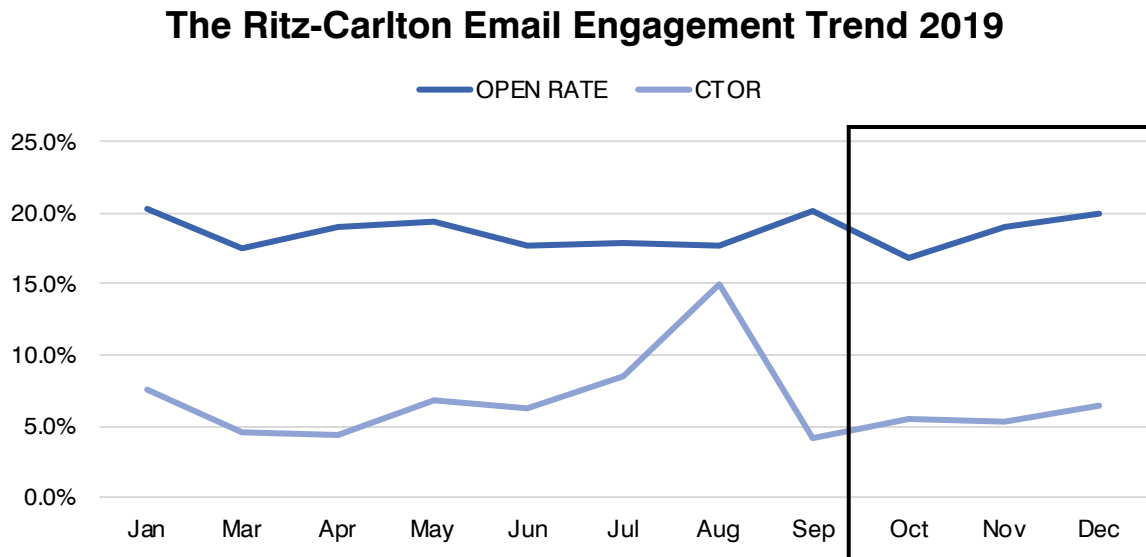


MARRIOTT BONVOY EMAIL REVENUE: BRAND CONTRIBUTION



Q4 2019 EMAIL ENGAGEMENT TRENDS

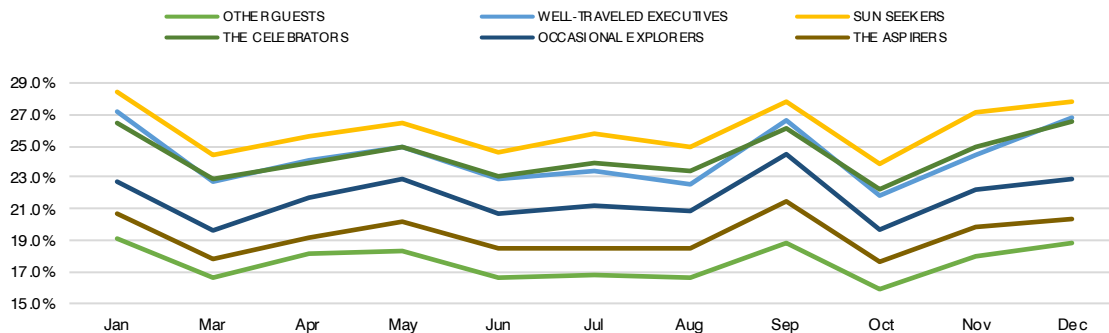
- Nov and Dec Solos were timely and relevant, and lifted monthly open rates; both had open rates in the 20's
- Click rates remained steady in Q4; Dec Solo contributed to the MoM increase with a CTOR over 7%



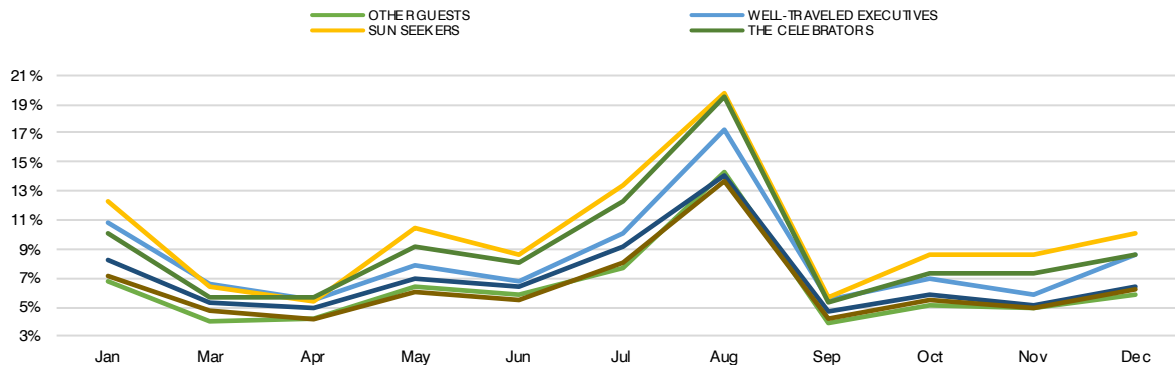
Q4 2019 TRENDS BY CRM SEGMENTS

- Email content generated the same reaction from all segments MoM
- Sun Seekers** continue to have the highest open and CTO rates, followed by **Celebrators** & **WTE**
- Lift email engagement through regular test & learn methods; plans to test article content, images, and CTAs are outlined for 2020

The Ritz-Carlton Open Rate Trends:
CRM Segments



The Ritz-Carlton 2019 CTOR Trends:
CRM Segments



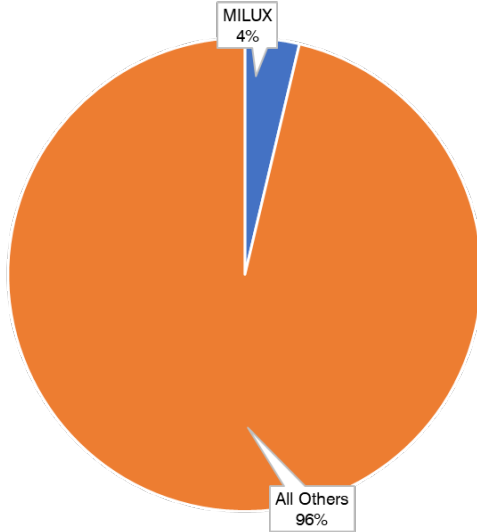
*No Feb emails due to Bonvoy launch

Q4 2019 TRENDS BY STAYER TYPE

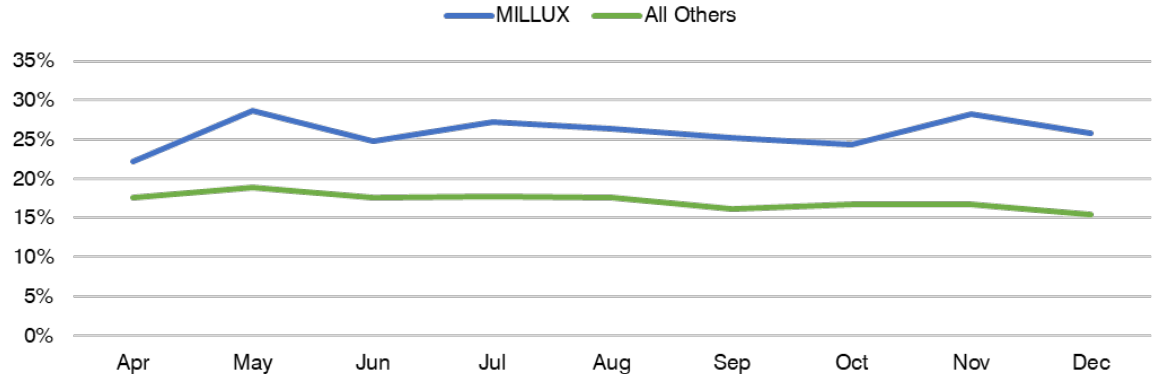
LUXURY STAYER (MILUX) VS. ALL OTHER SEGMENTS

- MILUX segment only makes up 4% of overall audience, but has higher open rates; targeting includes previous luxury brand stayers and those with a household income of >\$150K
- Engagement shows targeting aligns with the email communication; leverage new luxury segmentation from CX in 2020 to enhance future eNews and Solo email segmentation

Average # of Delivered Emails Overall:
MILUX vs All Others



The Ritz-Carlton 2019 Open Rate Trends:
MILUX vs All Others



*Only eNews Data represented in charts

Q4 2019 CRM PERFORMANCE DASHBOARD

- Delivering more emails drove more opens across all segments
- QoQ declines are from eNews MoM declines, especially with Dec eNews; continue sending timely, relevant Solo emails to help combat seasonal lows

	OTHER		WTE		SS		CEL		OCC EX		ASP		ALL SEGMENTS	
	Q4	vs. Q3	Q4	vs. Q3	Q4	vs. Q3	Q4	vs. Q3	Q4	vs. Q3	Q4	vs. Q3	Q4	vs. Q3
DELIVERED	10.64 M	+27.5%	512.8 K	+29.2%	449.7 K	+30.2%	427.1 K	+29.6%	424.3 K	+32.2%	210.3 K	+30.5%	12.66 M	+59.0%
OPENS	1.90 M	+27.7%	127.4 K	+28.7%	120.4 K	+30.8%	107.0 K	+30.1%	93.2 K	+27.3%	41.2 K	+27.4%	2.39 M	+65.2%
OPEN%	17.9%	+0.02 pts	24.8%	-0.1 pts	26.8%	+0.1 pts	25.0%	+0.1 pts	22.0%	-0.8 pts	19.6%	-0.5 pts	18.9%	+0.7 pts
CLICKS	101.5 K	-3.2%	9.2 K	+3.5%	11.1 K	+14.1%	8.4 K	+2.0%	5.4 K	-4.6%	2.3 K	-0.4%	137.9 K	+8.4%
CTR	0.95%	-0.3 pts	1.80%	-0.4 pts	2.47%	-0.3 pts	1.97%	-0.5 pts	1.26%	-0.5 pts	1.08%	-0.3 pts	1.09%	-0.5 pts
CTOR	5.33%	-1.7 pts	7.26%	-1.8 pts	9.24%	-1.3 pts	7.85%	-2.2 pts	5.74%	-1.9 pts	5.50%	-1.5 pts	5.76%	-3.0 pts
UNSUB%	0.17%	-0.02 pts	0.12%	-0.01 pts	0.12%	-0.01 pts	0.11%	-0.01 pts	0.14%	-0.02 pts	0.17%	-0.01 pts	0.17%	0.00 pts
BOOKINGS	780	-11.6%	62	-29.5%	56	-15.2%	46	-25.8%	28	-12.5%	9	-62.5%	981	-7.0%
RMNTS	1.7 K	-10.7%	175	-30.3%	153	-18.2%	134	-14.1%	60	+15.4%	14	-78.8%	2.3 K	-6.1%
REV/DEL	\$0.03	-33.0%	\$0.10	-36.5%	\$0.12	-11.4%	\$0.09	-28.9%	\$0.06	+90.2%	\$0.01	-91.4%	\$0.04	-39.5%
REVENUE	\$336.3 K	-14.5%	\$51.5 K	-17.9%	\$52.0 K	+15.4%	\$37.8 K	-7.8%	\$26.1 K	+151.4%	\$2.3 K	-88.7%	\$506.0 K	-3.9%

Q4 2019 MONTHLY PERFORMANCE

Solos contribute to quarterly performance:

- Nov and Dec included timely Solo emails that were sent to the same eNews audience, and generated higher KPIs and revenue
 - Most of the monthly revenue came from Solos: 47% of Nov revenue and 85% of Dec revenue from respective Solos
 - 49% of Q4 revenue from Nov & Dec Solos
 - Additional emails maintain consistent communications with readers and generate increased revenues; similar Solos are planned for 2020
- Subject line optimization was used with each eNews & Solo in Q4; lift eNews open rates with high performing Solo content & personalization tactics
 - Since Solo email open rates are higher than eNews, consider using the high performing Solo content to inform eNews subject lines and/or pre-headers, when applicable
 - Solo content that captures clicks: Club level access, more than one property feature, and new openings

	OCT	NOV	DEC
Sent	2.6 M	5.2 M	5.1 M
Delivered	2.6 M	5.1 M	5.0 M
Delivery%	98.2%	98.5%	98.6%
Opens	430.4 K	964.4 K	1.0 M
Open Rate	16.8%	18.9%	19.9%
Clicks	24.0 K	50.7 K	63.2 K
CTR	0.9%	1.0%	1.3%
CTOR	5.6%	5.3%	6.3%
Unsubs.	4.3 K	7.6 K	9.3 K
Unsub. Rate	0.17%	0.15%	0.19%
Bookings	219	303	459
Room Nts.	497	768	1.0 K
Revenue	\$119.1 K	\$168.1 K	\$218.8 K
Rev./Del.	\$0.05	\$0.03	\$0.04
Conv. Rate	0.9%	0.6%	0.7%

NEWSLETTER PERFORMANCE

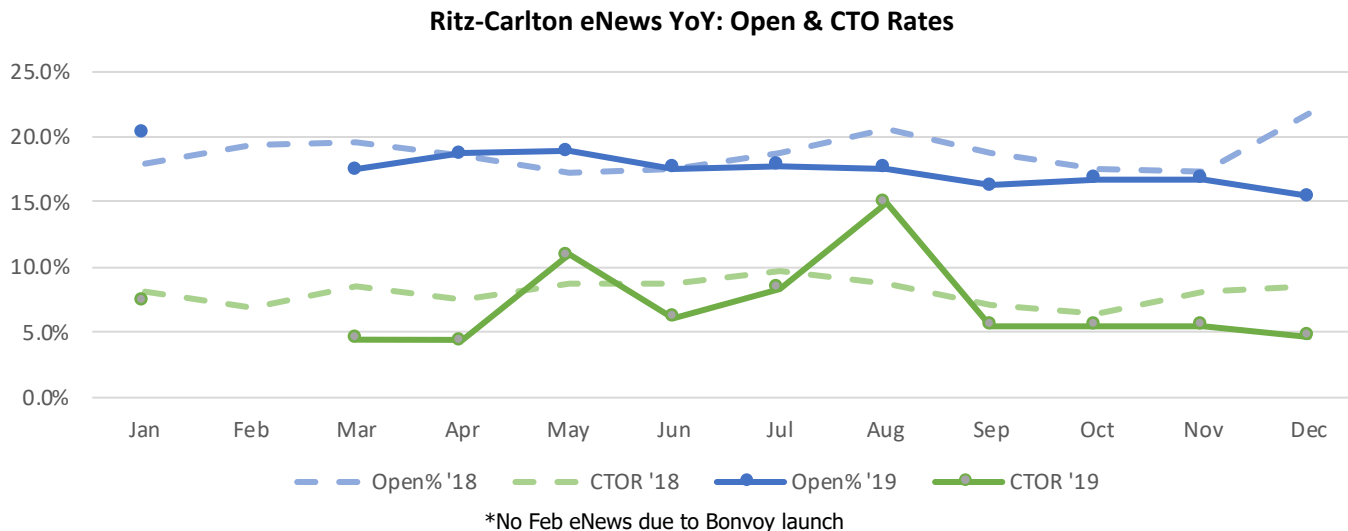
Q4 2019 eNEWS vs. BASELINE

- 3-month eNews baseline was created using March thru May '19 performance data
- Q4 '19 open rate avg. was down 2.1 pts compared to 3-month baseline
- Seasonality impacts were visible with the Dec eNews; engagement was at it's lowest YTD

eNews Metrics	Q4 2019	3-Month Baseline	Difference
Open Rate	16.4%	18.5%	-2.1 pts
CTR	0.9%	1.3%	-0.4 pts
CTOR	5.3%	6.9%	-1.6 pts

YoY eNEWS ENGAGEMENT TRENDS

- Several factors influenced YoY engagement trends; including but not limited to: sunset of RCR program and relevant trigger emails, launch of Marriott Bonvoy and additional emails, and changes to eNews segmentation
- Open and click rates were down YoY for most months, but comparing 2020 to 2019 engagement will provide more accurate YoY trend reporting



OCTOBER 18th NEWSLETTER

THEME: Exotic Adventures

16.8%

Open Rate
+0.5 pts. MoM

5.6%

CTOR
+0.1 pts. MoM

0.17%

Unsub. Rate
0.00 pts. MoM

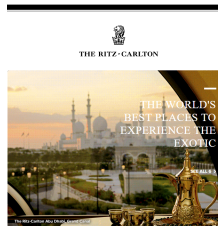
\$119K

Revenue
+44.7% MoM

497

Room Nights
+14.5% MoM

Subject Line: INSIDE THE RITZ-CARLTON: 6 EXOTIC ADVENTURES
Pre-Header: Also, abandoned ghost towns, Florida sunshine and a Dubai escape.



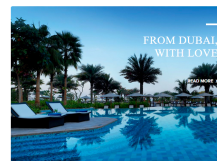
Are you looking for a getaway that goes beyond the ordinary? Frame® Test your senses to an [exotic retreat](#) in destinations rich in both culture and cuisine. Wander through the souk in Abu Dhabi and smell the swirl of fresh spices. Explore the lush landscape of Langkawi and swim in its many hidden waterfalls. Or revel in the bright colors with an indigenous dance performance on the tropical island of Bali.



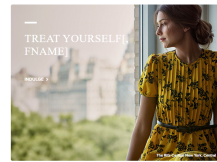
As a Ritz-Carlton Residence Owner, enjoy a culinary experience for two in Cleveland a \$50 nightly food and beverage credit in Lake Tahoe or luxury spa package in Denver. To take advantage of these exclusives, plus other services available through your Hotel Reservation Service, continue to the private Owners' page.



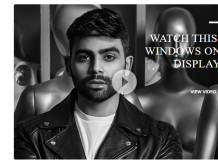
BEHIND THE SCENES
"Just a short drive from our hotel you'll find Zetel Lake, the tight mountain in the UAE. Adventure lovers that visit enjoy spectacular sunset views and the world's longest zip-line."
 — Dickson Adams, Experience Concierge



When warm weather is calling your name, a getaway to the [sunny-soaked beaches of Dubai](#) may be just the thing. Learn how one seasoned traveler spent five fascinating days touring this exotic destination with his family.



Elevate your stay when you reserve a room on The 802 Carlton Club® Level. Every Club Lounge is designed to create a place of belonging where guests may unwind with friends and family, settle into a quiet workspace with breathtaking views, or indulge in an array of complimentary culinary presentations.



Meet Raylin Diaz, the visual windows director for Saks Fifth Avenue, who led a team of 25 to create six window displays inspired by [memorable moments](#) at Ritz-Carlton destinations, including Dorado Beach, Half Moon Bay, Kapalua, Lake Oconee, Nap and San Francisco.



With Marriott Bonvoy® Moments, there are infinite possibilities to discover — including The Ritz-Carlton Ultimate Weekend package with overnight accommodations at The Ritz-Carlton, Abu Dhabi, plus exclusive Grand Prix experiences.



From the Atlantic Ocean to the Gulf of Mexico, a Florida retreat guarantees plenty of radiant sunshine and soft sand beaches. For those with a more adventurous spirit, windsurfing, sailing or kayaking along the miles and miles of coastline and water.



Each dusk at Theirs-Canton Inn, a celestial ceremony takes place. A traditional curved horn is blown thrice in a distinguished welcome to visitors, after which a maiden seated at a fireplace strums a pipa, the pear-shaped instrument that came to China via the Silk Road. A proclamation then follows ('The right is on') and local refreshments usher in guests – and an inspiring evening.



— **ritexcarbon**



The Blue Carbon, Langland

#RCMEMORIES

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

SEE MORE #RCMEMORIES >

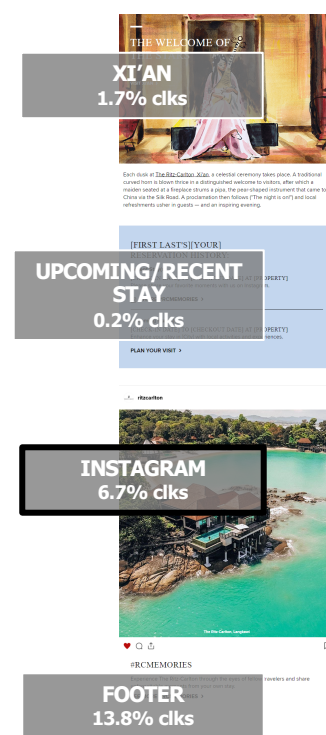
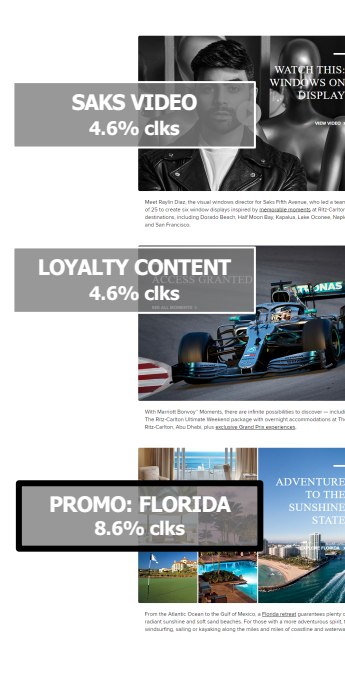
THE RITZ-CARLTON | *yes*

Financial Data Source: Omniture 7-Day

OCTOBER NEWSLETTER: HEATMAP

- Hero article about Exotic Places received 34.8% of clicks and was the most clicked article in Q4
- Look for more ways to personalize articles; 31% of Residence Owner clicks went to their personalized module
- Readers engaged in Florida and Instagram content with 9% and 7% of clicks respectively; both were on Q4's top 10 articles list

Shown to
Residence
Owners



NOVEMBER 20th NEWSLETTER

THEME: Island Hopping

16.8%

Open Rate
-0.01 pts. MoM

5.5%

CTOR
-0.1 pts. MoM

0.14%

Unsub. Rate
-0.02 pts. MoM

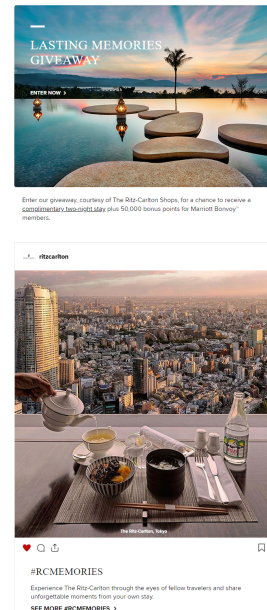
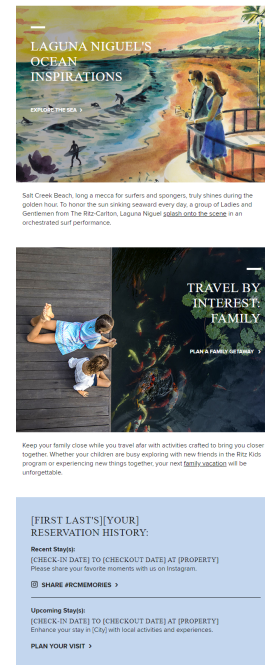
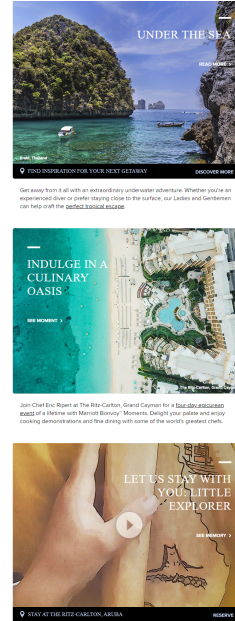
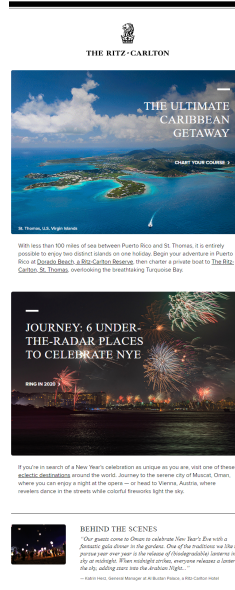
\$65.2K

Revenue
-45.3% MoM

359

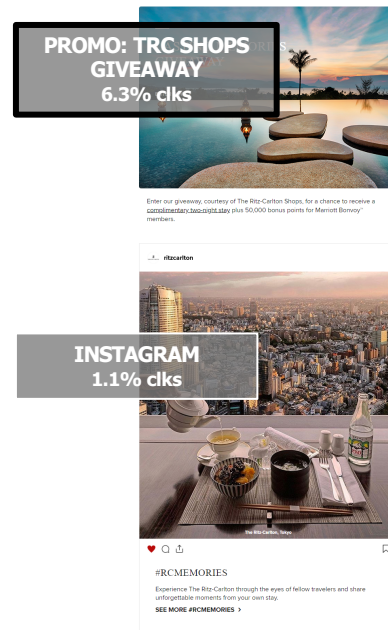
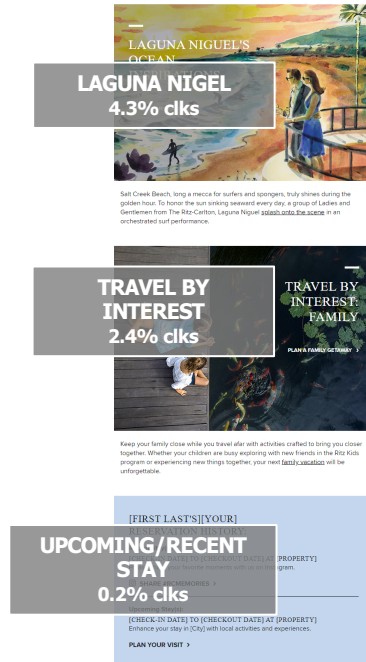
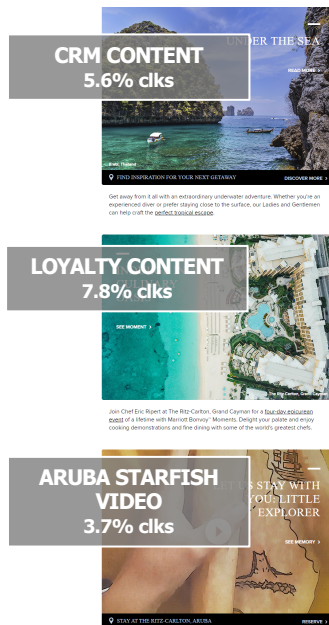
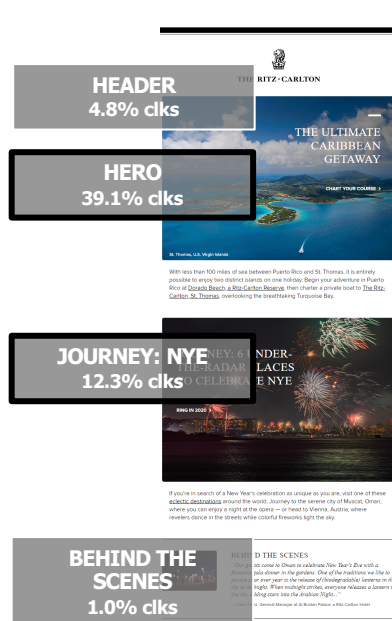
Room Nights
-27.8% MoM

Subject Line: INSIDE THE RITZ-CARLTON: The Ultimate Caribbean Getaway
Pre-Header: Also, 6 under-the-radar places to celebrate New Year's Eve



NOVEMBER NEWSLETTER

- Several articles in Nov made the Q4 top 10 list; Hero image/CTA, Hero body copy, and Journey NYE article; the Hero body copy generated 36% of section clicks – additional links captured the readers attention – continue to drive interest with this approach
- Readers were interested in traveling to places like St. Thomas & Dorado Beach, but were not ready to book (Nov revenue -45% MoM)



THEME: Winter Adventures

Open Rate
-1.3 pts. MoM

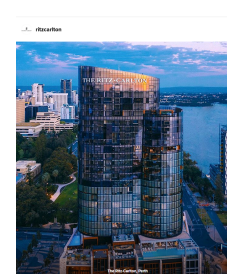
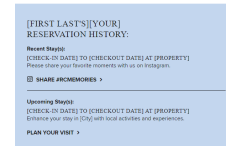
CTOR
-0.8 pts. MoM

Unsub. Rate
0.00 pts. MoM

Revenue
+15.9% MoM

Room Nights
-3.3% MoM

Subject Line: INSIDE THE RITZ-CARLTON: Winter Adventures, Island-Hopping and 6 Morning Rituals
Pre-Header: Also, it's time to plan your next ski getaway – and we know just the place.






- Two modules made the Q4 top 10 list this quarter: Hero (33% of clicks) and the Promo: TRC Yacht Collection (15% of clicks)
- The body copy link in the TRC Yacht Collection module ranked #6 on the top 10 list; targeted hyperlinks call attention to key copy points and capture reader clicks; a recommended approach going forward



TOP 10 ARTICLES: Q4 2019

- The Q4 list includes clicks on body copy links in positions #5, #6, and #9; two are from the same module
- Most readers engaged with broader messages; the specific locations that made the top 10 list were in beach or sunny destinations which tend to regularly engage readers

	Article Title	Month	Section	Clicks	CTR
1	The World's Best Places To Experience The Exotic	Oct	Hero	10.8 K	0.42%
2	The Ultimate Caribbean Getaway	Nov	Hero	7.9 K	0.31%
3	4 Winter Adventures That Will Get You Outside	Dec	Hero	7.9 K	0.31%
4	Journey: 6 Under-The-Radar Places To Celebrate NYE	Nov	Top Offers	3.1 K	0.12%
5	The Ritz-Carlton, Saint Thomas (Body Copy) 	Nov	Hero	2.6 K	0.10%
6	The Ritz-Carlton Yacht Collection (Body Copy) 	Dec	Middle Offers	2.2 K	0.09%
7	RCMEMORIES (Instagram)	Oct	Bottom Offers	2.1 K	0.08%
8	Adventure To The Sunshine State	Oct	Bottom Offers	1.9 K	0.07%
9	Dorado Beach, A Ritz-Carlton Reserve (Body Copy) 	Nov	Hero	1.9 K	0.07%
10	Island-Hopping The Greek Isles (TRC Yacht Coll. Image)	Dec	Middle Offers	1.7 K	0.07%

TOP 10 ARTICLES: Q4 2019 – BY SEGMENT

Engagement was consistent across all segments; it's evident that readers are scrolling – the October Instagram showed up in the top 10 for all segments

WTE Top 10 Articles	Clicks	CTR
The World's Best Places To Experience The Exotic (Oct.)	678	0.65%
4 Winter Adventures That Will Get You Outside (Dec.)	467	0.46%
The Ultimate Caribbean Getaway (Nov.)	462	0.45%
Journey: 6 Under-The-Radar Places To Celebrate NYE (Nov.)	213	0.21%
The Ritz-Carlton, Saint Thomas (Nov.)	177	0.17%
The Ritz-Carlton Yacht Collection (Dec.)	148	0.15%
RCMEMORIES (Instagram) (Oct.)	141	0.14%
Island-hopping The Greek Isles (Dec.)	127	0.12%
Treat Yourself, Name (Oct.)	114	0.11%
Indulge In A Culinary Oasis (Nov.)	113	0.11%

CEL Top 10 Articles	Clicks	CTR
The World's Best Places To Experience The Exotic (Oct.)	656	0.76%
4 Winter Adventures That Will Get You Outside (Dec.)	505	0.60%
The Ultimate Caribbean Getaway (Nov.)	481	0.56%
The Ritz-Carlton, Saint Thomas (Nov.)	177	0.21%
Journey: 6 Under-The-Radar Places To Celebrate NYE (Nov.)	176	0.21%
Dorado Beach, A Ritz-Carlton Reserve (Nov.)	133	0.16%
The Ritz-Carlton Yacht Collection (Dec.)	131	0.15%
RCMEMORIES (Instagram) (Oct.)	123	0.14%
Adventure To The Sunshine State (Oct.)	116	0.13%
Island-Hopping The Greek Isles (Dec.)	101	0.12%

SS Top 10 Articles	Clicks	CTR
The World's Best Places To Experience The Exotic (Oct.)	789	0.86%
The Ultimate Caribbean Getaway (Nov.)	650	0.72%
4 Winter Adventures That Will Get You Outside (Dec.)	593	0.66%
The Ritz-Carlton, Saint Thomas (Nov.)	277	0.31%
Journey: 6 Under-The-Radar Places To Celebrate NYE (Nov.)	225	0.25%
Adventure To The Sunshine State (Oct.)	220	0.24%
RCMEMORIES (Instagram) (Oct.)	183	0.20%
The Ritz-Carlton Yacht Collection (Dec.)	182	0.20%
Dorado Beach, A Ritz-Carlton Reserve (Nov.)	165	0.18%
Indulge In A Culinary Oasis (Nov.)	154	0.17%

TOP 10 ARTICLES: Q4 2019 – BY SEGMENT

Engagement was consistent across all segments; it's evident that readers are scrolling – the October Instagram showed up in the top 10 for all segments

OCC. EX Top 10 Articles	Clicks	CTR
The World's Best Places To Experience The Exotic (Oct.)	476	0.55%
4 Winter Adventures That Will Get You Outside (Dec.)	323	0.38%
The Ultimate Caribbean Getaway (Nov.)	268	0.32%
Journey: 6 Under-The-Radar Places To Celebrate NYE (Nov.)	120	0.14%
Treat Yourself, Name (Oct.)	87	0.10%
RCMEMORIES (Instagram) (Oct.)	86	0.10%
The Ritz-Carlton Yacht Collection (Dec.)	85	0.10%
The Ritz-Carlton, Saint Thomas (Nov.)	81	0.10%
Indulge In A Culinary Oasis (Nov.)	66	0.08%
Dorado Beach, A Ritz-Carlton Reserve (Nov.)	64	0.08%

ASP Top 10 Articles	Clicks	CTR
The World's Best Places To Experience The Exotic (Oct.)	181	0.42%
4 Winter Adventures That Will Get You Outside (Dec.)	145	0.35%
The Ultimate Caribbean Getaway (Nov.)	120	0.29%
Journey: 6 Under-The-Radar Places To Celebrate NYE (Nov.)	61	0.15%
Treat Yourself, Name (Oct.)	39	0.09%
The Ritz-Carlton Yacht Collection (Dec.)	39	0.09%
The Ritz-Carlton, Saint Thomas (Nov.)	38	0.09%
RCMEMORIES (Instagram) (Oct.)	36	0.08%
Dorado Beach, A Ritz-Carlton Reserve (Nov.)	33	0.08%
Island-Hopping The Greek Isles (Dec.)	31	0.07%

OTHER Top 10 Articles	Clicks	CTR
The World's Best Places To Experience The Exotic (Oct.)	8,044	0.37%
The Ultimate Caribbean Getaway (Nov.)	5,937	0.28%
4 Winter Adventures That Will Get You Outside (Dec.)	5,845	0.28%
Journey: 6 Under-The-Radar Places To Celebrate NYE (Nov.)	2,282	0.11%
The Ritz-Carlton, Saint Thomas (Nov.)	1,878	0.09%
The Ritz-Carlton Yacht Collection (Dec.)	1,661	0.08%
RCMEMORIES (Instagram) (Oct.)	1,559	0.07%
Dorado Beach, A Ritz-Carlton Reserve (Nov.)	1,395	0.07%
Adventure To The Sunshine State (Oct.)	1,372	0.06%
Indulge In A Culinary Oasis (Nov.)	1,223	0.06%

Q4 2019 NEWSLETTER TAKEAWAYS

LET'S CONTINUE:

- Broader article topics or destinations in locations that are sunny or beachy
- Hyperlinking body copy to capture additional module clicks
- Personalized content that encourages continued engagement/opens
- Testing subject lines that really highlight the benefit of opening when creating options for monthly optimization
 - Expanding on this approach can increase relevancy and lift open rates
 - For example, reference by name "TRC Yacht Collection" and highlight content in the pre-header for past eNews and Solo openers & clickers

LET'S TRY:

- Expanding personalization in key modules and reminding readers of their memorable moments
 - Using CRM content to personalize subject lines or pre-headers
 - Test adding lifecycle & past stay messages as content: birthday, anniversary/special occasion, leisure stay
 - Target Instagram and feature locations based on past stays

SOLO EMAIL PERFORMANCE

WARM WEATHER SOLO: NOV 11TH

SL: Your Beach Retreat Awaits

PH: Follow the sun to the Caribbean, Mexico or Florida this winter.

SEGMENTS	DELIVERED	OPEN	OPEN%	CLICKS	CTR	CTOR	UNSUB	BKGS	RMNTS	REV/DEL	REVENUE
OTHER GUESTS	2.1 M	427.6 K	19.97%	20.2 K	0.94%	4.72%	0.16%	142	328	\$0.03	\$69.8 K
WELL-TRAVELED EXECUTIVES	102.7 K	27.7 K	26.96%	1.5 K	1.49%	5.53%	0.09%	9	29	\$0.13	\$13.3 K
SUN SEEKERS	90.2 K	27.1 K	30.11%	2.3 K	2.59%	8.61%	0.12%	15	37	\$0.18	\$15.8 K
THE CELEBRATORS	85.6 K	23.5 K	27.45%	1.7 K	2.02%	7.34%	0.09%	2	5	\$0.01	\$1.3 K
OCCASIONAL EXPLORERS	85.2 K	21.3 K	25.06%	1.1 K	1.24%	4.93%	0.15%	4	9	\$0.03	\$2.6 K
THE ASPIRERS	42.2 K	9.4 K	22.27%	436	1.03%	4.64%	0.16%	1	1	\$0.00	199
TOTAL	2.6 M	536.7 K	21.07%	27.3 K	1.07%	5.08%	0.16%	173	409	\$0.04	\$102.9 K

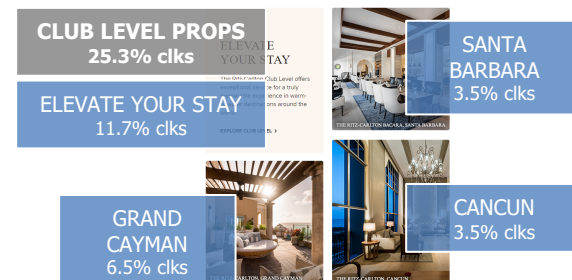
Performance Summary:

Open rate was +4.3 pts. higher than Nov eNews, which was sent to the same audience 9 days later

CTOR was slightly below Nov eNews (0.4pts); Beach content in Hero received most of the engagement, 46% of clicks

Email generated \$103K in revenue and 33% went to Ritz-Carlton brand hotels

Brands	Revenue	% of Total
Ritz-Carlton	\$34.3 K	33%
Marriott Hotels & Resorts	\$17.2 K	17%
Autograph Collection	\$13.1 K	13%
Edition	\$5.5 K	5%
Residence Inn	\$4.7 K	5%
Courtyard	\$4.1 K	4%
W Hotels	\$3.9 K	4%
Aloft	\$3.3 K	3%
Fairfield Inn	\$2.7 K	3%
All Other Brands	\$14.2 K	14%



NYE & NEW OPENINGS SOLO: DEC 31ST

SL: A New Year's Message for You

PH: We look forward to welcoming you to our newest properties in 2020

SEGMENTS	DELIVERED	OPEN	OPEN%	CLICKS	CTR	CTOR	UNSUB	BKGS	RMNTS	REV/DEL	REVENUE
OTHER GUESTS	2.10 M	484.4 K	23.04%	32.6 K	1.55%	6.73%	0.24%	245	484	\$0.04	\$92.5 K
WELL-TRAVELED EXECUTIVES	101.6 K	34.2 K	33.68%	3.5 K	3.48%	10.34%	0.16%	22	67	\$0.17	\$17.5 K
SUN SEEKERS	89.0 K	30.6 K	34.33%	3.6 K	4.07%	11.86%	0.14%	18	49	\$0.15	\$13.1 K
THE CELEBRATORS	84.5 K	27.7 K	32.76%	2.8 K	3.33%	10.15%	0.17%	20	40	\$0.12	\$10.2 K
OCCASIONAL EXPLORERS	84.0 K	23.6 K	28.12%	1.7 K	2.06%	7.32%	0.17%	10	23	\$0.10	\$8.4 K
THE ASPIRERS	41.6 K	10.5 K	25.18%	735	1.77%	7.02%	0.24%	4	7	\$0.04	\$1.5 K
TOTAL	2.50 M	610.9 K	24.41%	45.0 K	1.80%	7.37%	0.23%	319	670	\$0.06	\$143.3 K

Performance Summary:

Higher KPIs than Dec eNews sent 11 days prior and to the same audience

Open rates were +8.9 pts. and CTOR was +2.7 pts. compared to Dec eNews

Generated \$143K in revenue and 15% went to Ritz-Carlton brand hotels

Same email approach is planned for 2020

Brands	Revenue	% of Total
Marriott Hotels & Resorts	\$27.9 K	19%
Ritz-Carlton	\$22.0 K	15%
Autograph Collection	\$19.3 K	13%
Edition	\$12.4 K	8%
Courtyard	\$9.9 K	7%
Residence Inn	\$7.4 K	5%
Westin	\$6.1 K	4%
St. Regis	\$5.4 K	4%
All Other Brands	\$39.2 K	26%

THE RITZ-CARLTON | *yes*



TESTING & OPTIMIZATION

SUBJECT LINE TEST RESULTS

'Inside the Ritz-Carlton' style was a consistent winner each month; consider optimizing it against an approach with a stronger reason for opening; continue to optimize monthly

Campaign/Subject Lines	Results	Description of Winner
OCTOBER NEWSLETTER		
<ul style="list-style-type: none">INSIDE THE RITZ-CARLTON: 6 EXOTIC ADVENTURES	Winner	Branded, Exclusivity, List-style
<ul style="list-style-type: none">INSIDE 6 EXOTIC ADVENTURES	-1.28 pts.	
<ul style="list-style-type: none">6 EXOTIC ADVENTURES	-1.12 pts.	Statistically significant results
Pre-header: Also, abandoned ghost towns, Florida sunshine and a Dubai escape.		
NOVEMBER NEWSLETTER		
<ul style="list-style-type: none">INSIDE THE RITZ-CARLTON: The Ultimate Caribbean Getaway	Winner	Same branded and exclusive style, but results were mixed and not statistically significant
<ul style="list-style-type: none">INSIDE THE RITZ-CARLTON: Two Islands, One Holiday	+0.23 pts.*	
<ul style="list-style-type: none">INSIDE THE RITZ-CARLTON: From Puerto Rico to St. Thomas	-0.53 pts.*	
Pre-header: Also, 6 under-the-radar places to celebrate New Year's Eve		

SUBJECT LINE TEST RESULTS

- Solo subject lines consistently have higher open rates compared to eNews & provide a strong reason to open and more personalization (Your) vs. being about us (Inside RC); both emails are sent to the same audience
- Further analysis is planned to outline the consistencies and nuances of eNews winners; test plan will follow

Campaign/Subject Lines	Results	Description of Winner
DECEMBER NEWSLETTER		
<ul style="list-style-type: none">INSIDE THE RITZ-CARLTON: Winter Adventures, Island-Hopping and 6 Morning Rituals	Winner	Same branded and exclusive style that included snippets of email content
<ul style="list-style-type: none">4 Ways to Make the Most of Winter	-2.27 pts.	
<ul style="list-style-type: none">INSIDE THE RITZ-CARLTON: 4 Ways to Make the Most of Winter	-0.24 pts.	Statistically significant results
Pre-header: Also, it's time to plan your next ski getaway – and we know just the place.		
WARM WEATHER SOLO (Nov 20)		
<ul style="list-style-type: none">Your Beach Retreat Awaits	Winner	Personalized, Beach FOMO
<ul style="list-style-type: none">Warm-Weather Escapes	-3.07 pts.	
<ul style="list-style-type: none">INSIDE: Sunshine, Sand and Serenity	-2.26 pts.	Statistically significant results
Pre-header: Follow the sun to the Caribbean, Mexico or Florida this winter.		

SUBJECT LINE TEST RESULTS

Campaign/Subject Lines	Results	Description of Winner
NYE & NEW OPENINGS SOLO (Dec 31)		
• A New Year's Message for You	Winner	Timely, Personalized
• Experience Someplace New This Year	-10.56 pts.	
• New Year, New Hotels, New Adventures	-11.09 pts.	Statistically significant results
Pre-header: We look forward to welcoming you to our newest properties in 2020		

eNEWS CTA TEST

- December was the 3rd time testing a boxed CTA
- Results for all 3 test periods were not statistically significant; differences in CTOR for email versions were flat
- Recommend additional testing with more prominent differences in 2020 (i.e. mouse-over button change, solid vs. transparent button)

Control Version: Text Only



Test Version: Boxed CTA



Test Month	Creative Treatments	CTOR	Lift	Significant?
June '19	Control: CTA WITHOUT BOX	8.4%	-0.15%	N
	Test: CTA WITH BOX	8.6%		
July '19	Control: CTA WITHOUT BOX	9.43%	-0.06%	N
	Test: CTA WITH BOX	9.49%		
Dec '19	Control: CTA WITHOUT BOX	3.27%	0.04%	N
	Test: CTA WITH BOX	3.22%		

ACTIONABLE INSIGHTS

ACTIONABLE INSIGHTS

- Lift CRM engagement through regular test & learn methods; plans to test article content (i.e. pool vs. golf articles), imagery, and CTAs are outlined for 2020
- Leverage new luxury segmentation from CX in 2020 to enhance future eNews and Solo email segmentation
- Continue sending timely, relevant Solo emails to help combat seasonal lows and maintain a consistent message frequency
- Consider using the high performing Solo email content in eNews; use content to inform subject lines & pre-headers
 - Include content that promotes opportunities for our guests
 - Solo email content that captures clicks: Club level access, more than one property feature, and highlighting new hotel openings

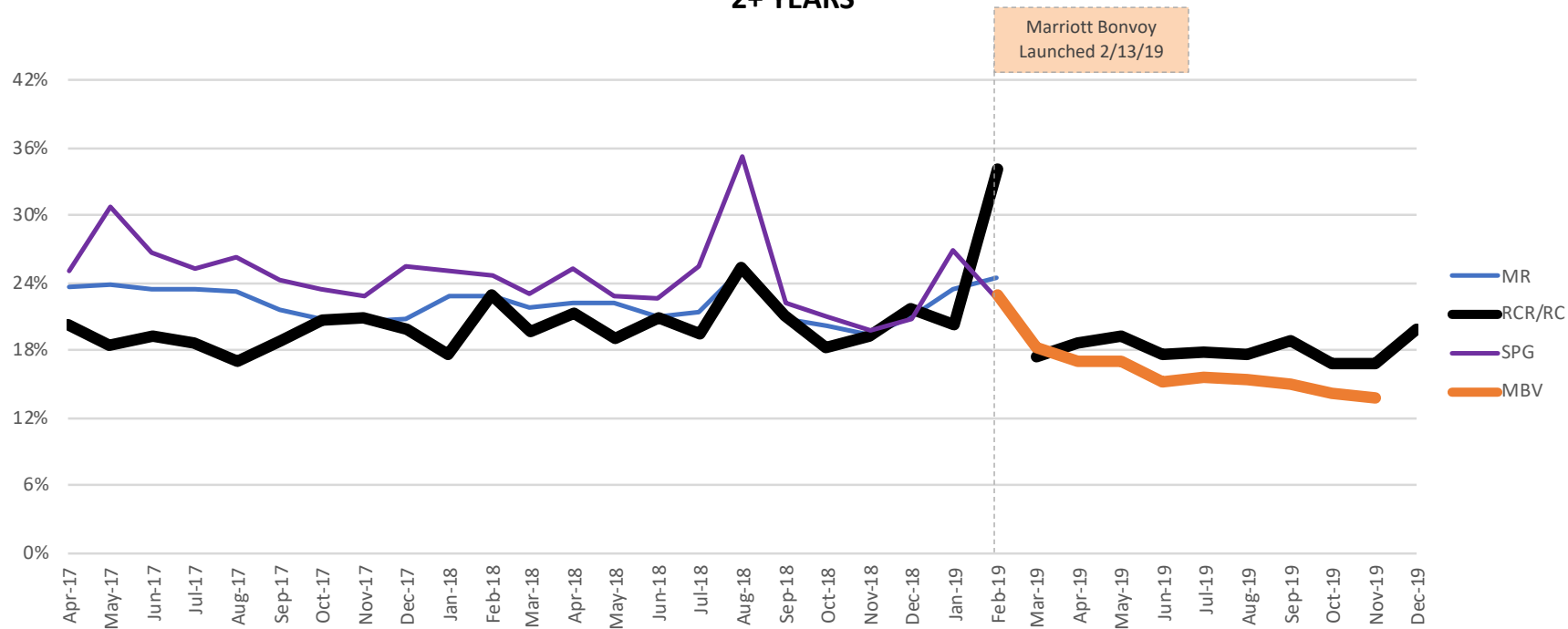
ACTIONABLE INSIGHTS

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 - Using CRM content to personalize subject lines or pre-headers
 - Test adding lifecycle & past stay messages as content: birthday, anniversary/special occasion, leisure stay
 - Target Instagram and feature locations based on past stays
- Let's continue these newsletter wins:
 - Broader article topics or destinations in locations that are sunny or beachy
 - Hyperlinking body copy to capture additional module clicks
 - Personalized content that encourages continued engagement/opens
 - Testing subject lines that really highlight the benefit of opening when creating options for monthly optimization
 - Expanding on this approach can increase relevancy and lift open rates
 - For example, reference by name "TRC Yacht Collection" and highlight content in the pre-header for past eNews and Solo openers & clickers
- Further analysis is planned to outline the consistencies and nuances of eNews subject line & pre-header winners; a test plan for 2020 optimization will follow

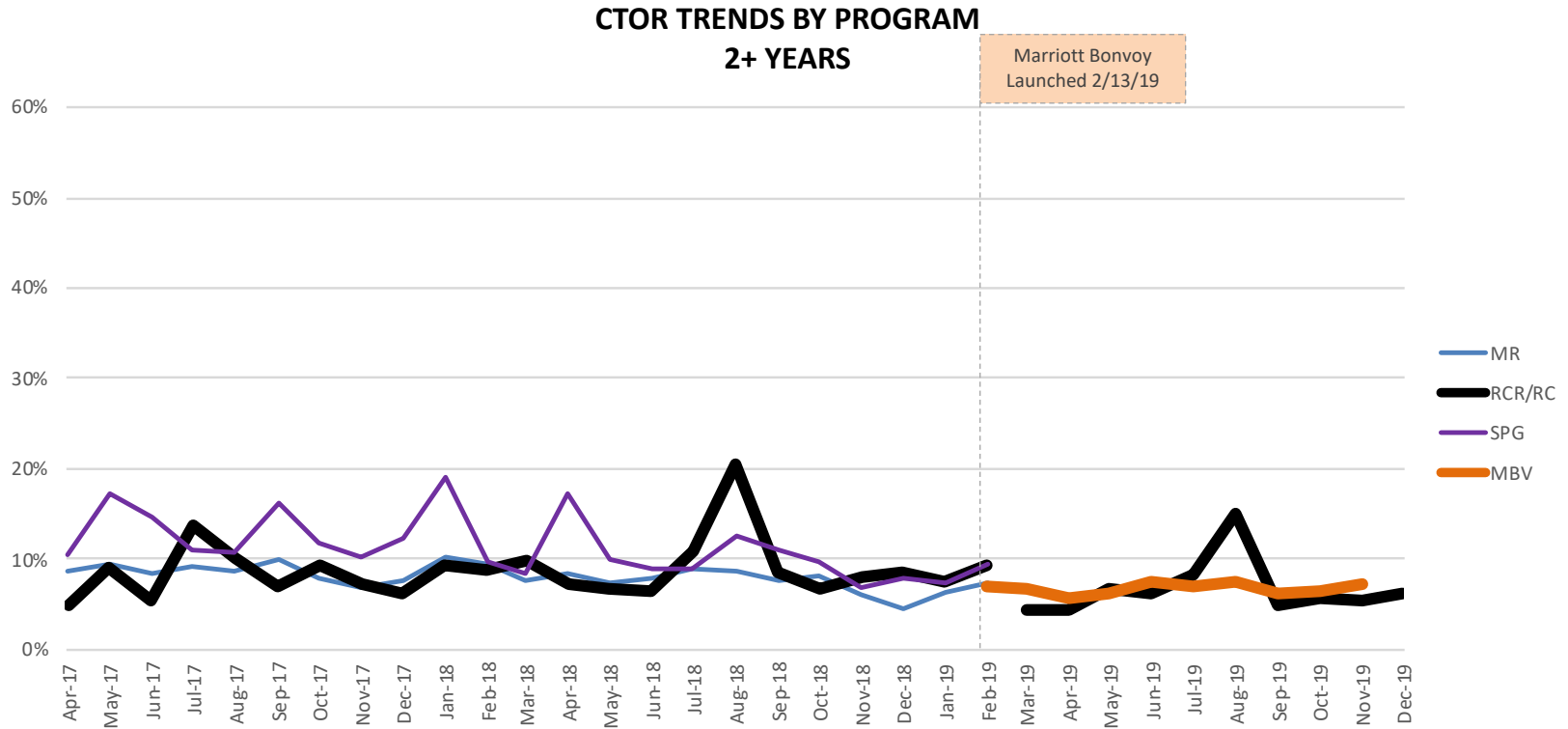
THANK YOU

Slight declines in Ritz-Carlton open rates post-OBOP; personalized triggers were paused in Feb '19 for re-concepting

OPEN RATE TRENDS BY PROGRAM
2+ YEARS



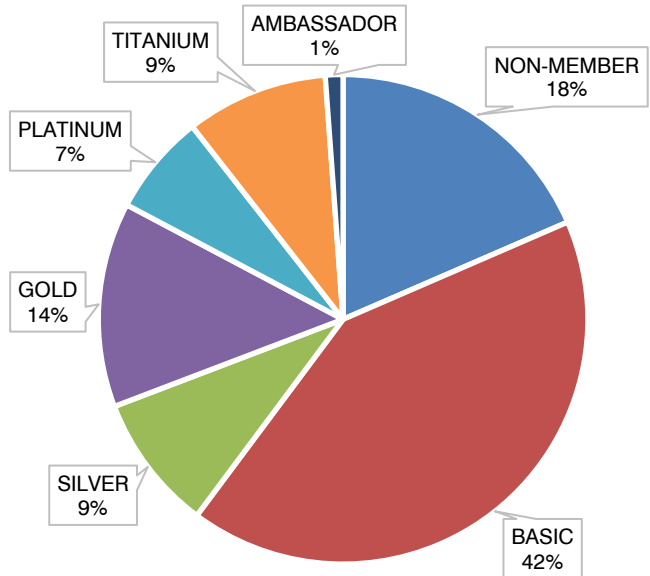
Ritz-Carlton email CTR engagement remains steady, with slight declines post-OBOP and with personalized triggers paused



Q4 2019 TRENDS BY BONVOY MEMBER LEVELS

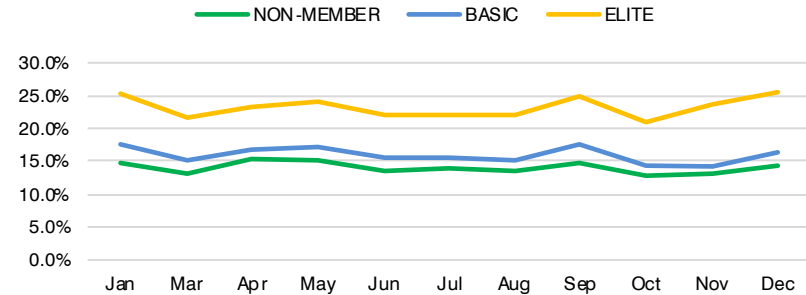
- Audience mix: 42% Basic, 40% Elites, and 18% Non-Members
- Basic & Non-Member open and CTO rates are closely aligned and drive overall quarterly results

**AVERAGE # OF DELIVERED EMAILS EACH MONTH:
MARROTT BONVOY MEMBER LEVELS**

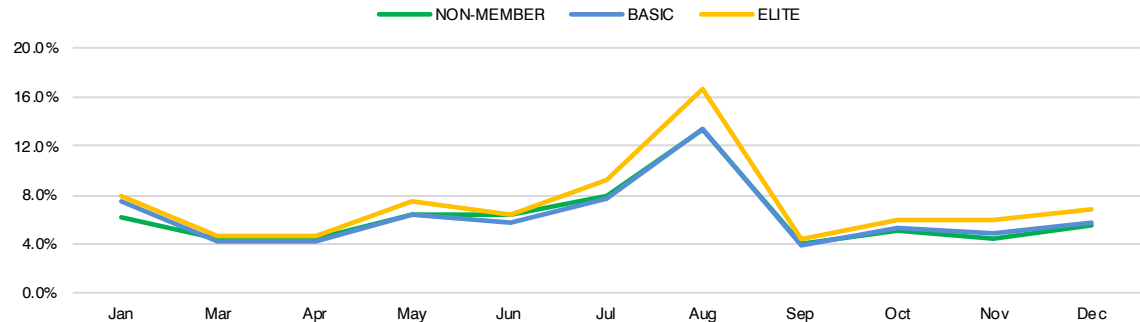


*No Feb email due to Bonvoy launch

**The Ritz-Carlton Open Rate Trends:
Bonvoy Member Levels**



**The Ritz-Carlton 2019 CTOR Trends:
Bonvoy Member Levels**



OCTOBER '19 NEWSLETTER: PERFORMANCE

SEGMENTS	DELIVERED	OPENS	OPEN%	CLICKS	CTR	CTOR	UNSUB	BKGS	RMNTS	REV/DEL	REVENUE
OTHER GUESTS	2.15 M	342.0 K	15.90%	17.7 K	0.82%	5.16%	0.17%	176	378	\$0.04	\$75.4 K
WELL-TRAVELED EXECUTIVES	104.1 K	22.7 K	21.84%	1.6 K	1.53%	7.02%	0.12%	13	35	\$0.11	\$11.7 K
SUN SEEKERS	91.3 K	21.8 K	23.86%	1.9 K	2.07%	8.69%	0.14%	11	22	\$0.05	\$4.5 K
THE CELEBRATORS	86.7 K	19.3 K	22.25%	1.4 K	1.63%	7.34%	0.11%	12	48	\$0.18	\$16.0 K
OCCASIONAL EXPLORERS	86.2 K	17.0 K	19.75%	1.0 K	1.15%	5.81%	0.14%	7	14	\$0.13	\$11.6 K
THE ASPIRERS	42.8 K	7.6 K	17.64%	406	0.95%	5.38%	0.19%			\$0.00	
TOTAL	2.56 M	430.4 K	16.80%	24.0 K	0.93%	5.57%	0.17%	219	497	\$0.05	\$119.1 K

NOVEMBER '19 NEWSLETTER: PERFORMANCE

SEGMENTS	DELIVERED	OPEN	OPEN%	CLICKS	CTR	CTOR	UNSUB	BKGS	RMNTS	REV/DEL	REVENUE
OTHER GUESTS	2.14 M	340.6 K	15.92%	17.5 K	0.82%	5.14%	0.15%	106	273	\$0.02	\$43.6 K
WELL-TRAVELED EXECUTIVES	102.5 K	22.5 K	21.99%	1.4 K	1.40%	6.35%	0.11%	6	23	\$0.03	\$3.5 K
SUN SEEKERS	89.9 K	21.7 K	24.15%	1.9 K	2.12%	8.79%	0.11%	9	34	\$0.09	\$8.5 K
THE CELEBRATORS	85.5 K	19.2 K	22.49%	1.4 K	1.60%	7.11%	0.09%	4	19	\$0.08	\$6.9 K
OCCASIONAL EXPLORERS	84.8 K	16.4 K	19.33%	841	0.99%	5.13%	0.12%	2	7	\$0.02	\$2.1 K
THE ASPIRERS	42.0 K	7.3 K	17.26%	371	0.88%	5.12%	0.15%	3	3	\$0.01	\$.6 K
TOTAL	2.54 M	427.7 K	16.81%	23.4 K	0.92%	5.48%	0.14%	130	359	\$0.03	\$65.2 K

DECEMBER '19 NEWSLETTER: PERFORMANCE

SEGMENTS	DELIVERED	OPEN	OPEN%	CLICKS	CTR	CTOR	UNSUB	BKGS	RMNTS	REV/DEL	REVENUE
OTHER GUESTS	2.10 M	309.6 K	14.73%	13.6 K	0.65%	4.38%	0.15%	111	283	\$0.03	\$55.0 K
WELL-TRAVELED EXECUTIVES	102.0 K	20.3 K	19.87%	1.2 K	1.13%	5.68%	0.11%	12	21	\$0.05	\$5.4 K
SUN SEEKERS	89.3 K	19.2 K	21.48%	1.4 K	1.52%	7.08%	0.11%	3	11	\$0.11	\$10.1 K
THE CELEBRATORS	84.8 K	17.3 K	20.36%	1.1 K	1.27%	6.23%	0.10%	8	22	\$0.04	\$3.4 K
OCCASIONAL EXPLORERS	84.2 K	14.9 K	17.66%	743	0.88%	5.00%	0.13%	5	7	\$0.02	\$1.5 K
THE ASPIRERS	41.7 K	6.5 K	15.68%	320	0.77%	4.89%	0.13%	1	3	\$0.00	\$.1 K
TOTAL	2.50 M	387.7 K	15.48%	18.2 K	0.73%	4.70%	0.15%	140	347	\$0.03	\$75.5 K