



THE RITZ-CARLTON

Q4 2021 Email Review

February 8, 2022

data
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ZADUN, A RITZ-CARLTON RESERVE, LOS CABOS, MEXICO

Meeting Agenda

- Q4 Performance Summary & Engagement Trends
- Q4 Recommendations
- December eNews Performance
- New Year's Eve Solo Performance

Performance Summary: Q4 2021

- Delivered count had a significant increase QoQ (+42.5%) with inclusion of all luxury segments beginning in November and over 2M more subscribers seeing newsletter as of December mailing
- Performance has decreased for all key KPIs on a rolling 12-month average, impacted by introduction of newsletter to luxury segments for the first time and differentiated engagement behavior with newer audience
- Engagement trends were consistent with overall email performance for most CRM segments and Bonvoy member levels
- Click activity continued to be heavily concentrated in two modules: Hero and Journey (Destination Guides)
 - Oct Geo-targeted Hotel Spotlight and Dec Near You modules also generated interest from readers
 - Oct Instagram feature was top Instagram feature for 2021 featuring Koh Samui Thailand property; #RCMEMORIES #KohSamui

Q4 2021 Performance Summary & Recommendations

October: Mountains & Outdoors



11 MAJESTIC MOUNTAIN RETREATS

Experience the bliss and tranquility of a mountain getaway that transcends the seasons surrounded by breathtaking cliff top views, spectacular waterfalls, and miles of hiking trails through some of the most beautiful places on Earth.

[SEE ALL 11](#)



THE RITZ-CARLTON, BACHELOR GULCH

This resort, nestled among the towering pines and majestic mountains of Colorado, is inspired by traditional mountain lodges of the wild west.

[EXPLORE >](#)



THE JOURNEY

6 OUTDOOR ADVENTURES EVERY FAMILY SHOULD EXPERIENCE

Nothing brings a family together quite like an adventure in the great outdoors. These six special activities offer unforgettable opportunities for fun and bonding with your loved ones.

[SEE ALL 6](#)

November: Holiday Travel



ONE DESTINATION FOR INFINITE HOLIDAY MEMORIES

From family holidays in tropical locales to romantic weekend getaways in the city center, The Ritz-Carlton offers limitless opportunities around the world to create memories that are truly unforgettable.

[DISCOVER YOUR DESTINATION](#)

THE JOURNEY

WHERE WILL YOU GO NEXT, KAITLIN?

Celebrate the season with a getaway crafted exclusively to your personal travel style.



Family
Adventures

Spa
Retreats

Golf
Getaways

Beach
Resorts

Culinary
Experiences

December: Holiday Travel



EXTRAORDINARY HOLIDAY GETAWAYS IN THE U.S. AND CANADA

Looking to do the holidays differently this year? Plan a private wine tasting in San Francisco, toast to the New Year from a beachside bar in South Beach, or skip the season altogether and enjoy a spa retreat in the Arizona desert.

[SEE ALL 9](#)



STAY IN SAN FRANCISCO

Toast to the spirit of the season with decadent wines sourced from prestigious vineyards at the JCB Lounge by Jean-Charles Boisset, tucked away inside The Ritz-Carlton, San Francisco.

[RESERVE YOUR STAY >](#)



New Audiences and Industry Changes Impacted Q4 Engagement

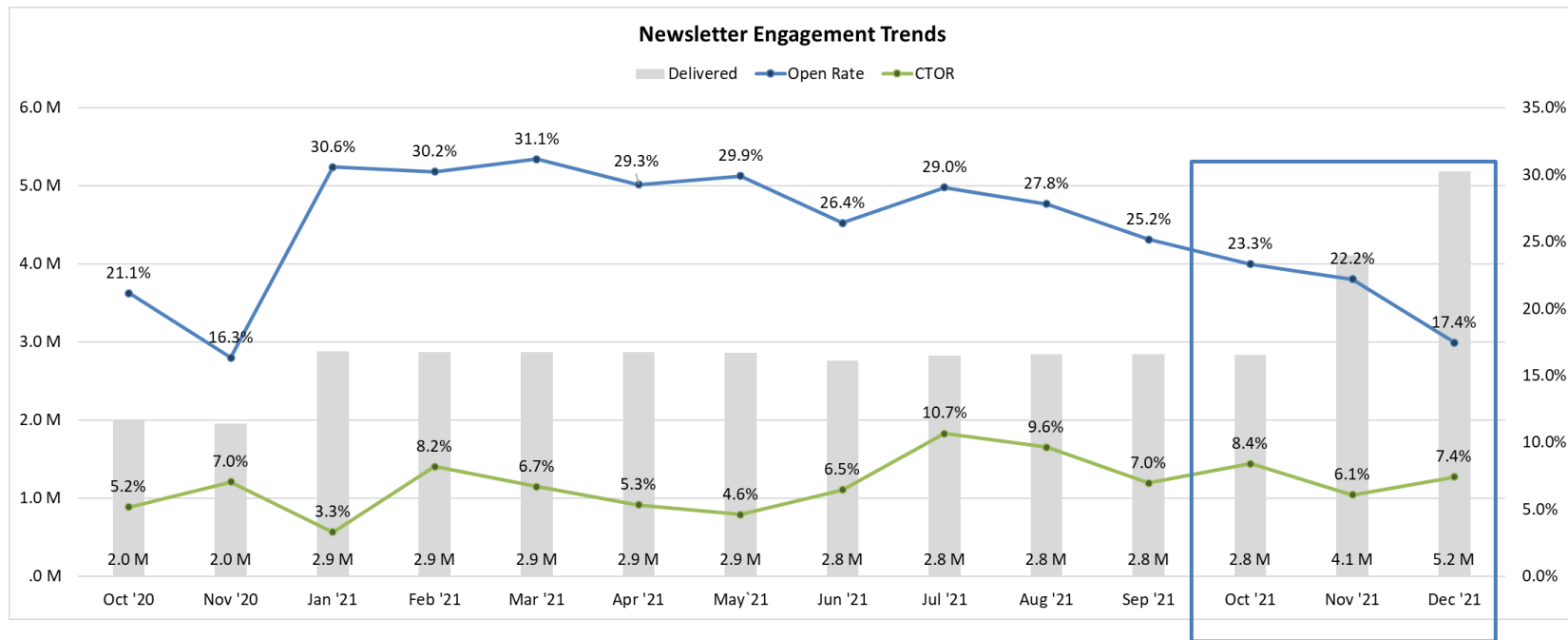
Metrics	Q4 2021	QoQ
Delivered	12.1 M	+42.5%
Opens	2.5 M	+6.5%
Open Rate	20.4%	-6.9 pts.
Clicks	178.1 K	-16.5%
CTR	1.5%	-1.0 pts.
CTOR	7.2%	-2.0 pts.
Unsub Rate	---	---

**Stats are for the Newsletter, does not include the 12/31 Solo*

- Inclusion of additional luxury audiences in Nov & Dec increased Q4 deliveries (+42.5% QoQ); growth drove overall Q4 engagement shift
 - Typical engagement shift as new audiences warm up to campaign
 - Continue to monitor engagement for KPI improvements
- Open rates and CTORs are now unreliable KPIs after Apple's iOS update in September; open counts no longer include Apple opens
 - Plans in place to continue optimizing subject lines to help drive open activity
- CTR slightly below Q3; shifted after adding new audiences
- Unsub rate impacted by data issues in both Oct and Nov; to resume tracking after data cleaning concluded

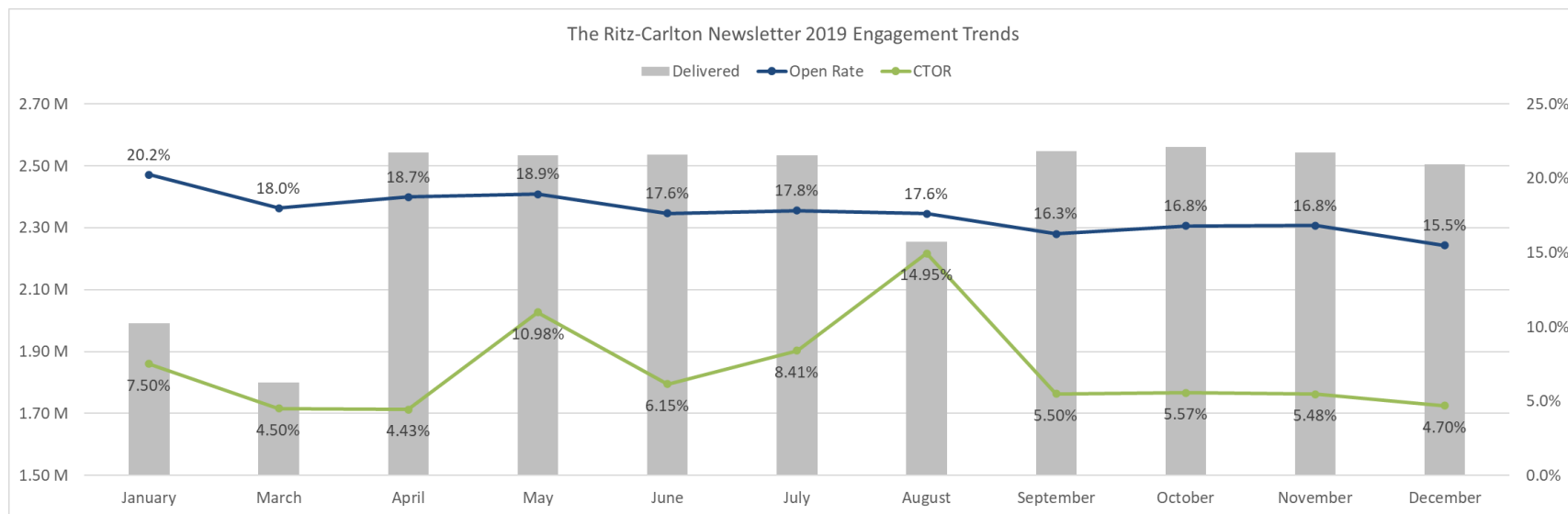
KPI Trends Impacted by Audience Growth In Nov & Dec

Noticeable decline after adding the rest of the luxury segments to email audience; engagement shift typical with new audiences
Open rates were also understated after Apple iOS update in Sept



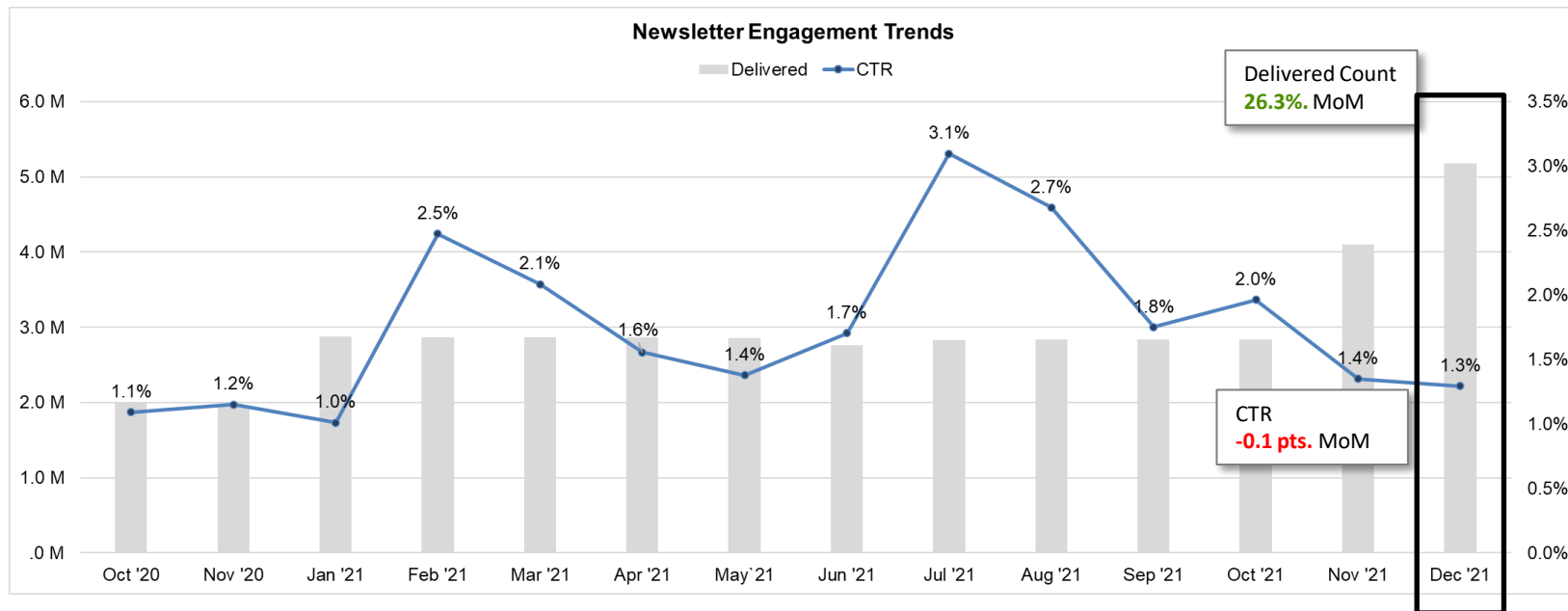
For Comparison:

RC eNews 2019 Engagement Trends



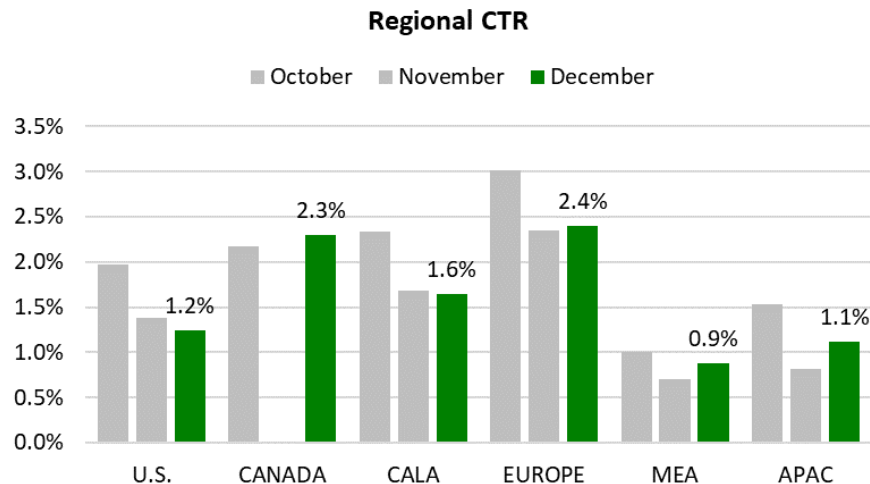
Delivered Count Significantly Increased QoQ Impacting CTR

- Delivery volume increased 42.5% QoQ with inclusion of additional luxury segments beginning in Nov; impacted MoM CTR shift
- Continue to monitor as primary KPI and track seasonal changes



Improvements in Q4 Regional Engagement

- Dec 2021 CTRs had slight increases in most regions, even with a significant rise in delivered counts MoM
- Engagement for the U.S. was -0.14 pts. MoM, and CALA was near flat with only a -0.04 pts. MoM decline
- Geo-targeted content made up the top 3 most clicked Dec modules in most regions: hero, nav bar, holiday experiences, and hotel spotlight
- Yacht collection article was an exception in the U.S., CALA, and Canada – it was #3 most clicked



**Canada was suppressed in Nov '21*

December 2021
Delivered Counts

Region	Counts (MoM)
U.S.	4.3 M (+21%)
CANADA	161.1 K
CALA	37.2 K (+89%)
EUROPE	153.9 K (+38%)
MEA	166.6 K (+21%)
APAC	313.7 K (+28%)

Similar CTR Trend For All Bonvoy Levels

All loyalty tiers saw a decline in CTR as Q4 progressed.

Non-Members continue to show lower engagement than Members. Deeper analysis needed to pinpoint engagement differences.

June '21 – Dec '21

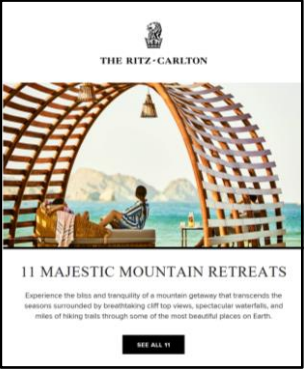
		Oct '21	Nov '21	Dec '21	Engagement Trends
NON-MEMBER	Del.	192.3 K	360.5 K	354.2 K	MoM -1.8% (-6.3K)
	Open%	13.0%	15.3%	9.3%	
	CTR	1.1%	0.8%	0.6%	
BASIC	Del.	1.3 M	1.9 M	2.6 M	MoM +42.4% (+787.5K)
	Open%	22.9%	21.2%	18.2%	
	CTR	1.7%	1.3%	1.3%	
SILVER	Del.	339.9 K	472.3 K	594.8 K	MoM +25.9% (+122.5K)
	Open%	24.8%	22.9%	17.4%	
	CTR	2.0%	1.3%	1.2%	

June '21 – Dec '21

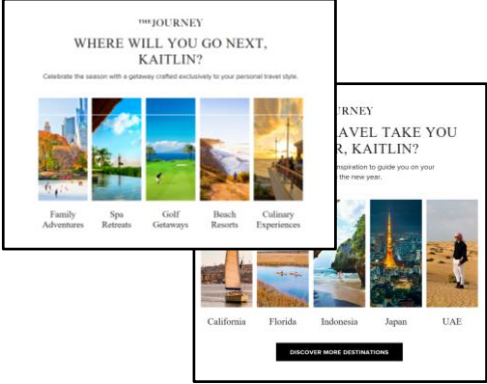
		Oct '21	Nov '21	Dec '21	Engagement Trends
GOLD	Del.	339.9 K	472.3 K	896.2 K	MoM +89.7% (+423.8K)
	Open%	24.8%	22.9%	18.0%	
	CTR	2.3%	1.5%	1.4%	
PLATINUM	Del.	194.5 K	267.7 K	294.7 K	MoM +10.1% (+26.9K)
	Open%	24.8%	25.3%	17.8%	
	CTR	2.7%	1.6%	1.5%	
TITANIUM	Del.	230.4 K	315.9 K	338.8 K	MoM +7.2% (+22.9K)
	Open%	24.8%	25.1%	17.9%	
	CTR	2.7%	1.6%	1.5%	
AMBASSADOR	Del.	36.1 K	53.7 K	57.8 K	MoM +7.5% (+4.0K)
	Open%	22.4%	23.8%	17.2%	
	CTR	2.5%	1.4%	1.4%	

Top Performing Q4 2021 Content:

Mountain Retreats, Journey Nav Bar, Hotel Spotlight, Instagram



Oct: **Mountain Retreats**
Most clicked Hero in Q4
42% of email clicks in Oct
(Hero placement)



Nov & Dec: **Journey Nav**
Most clicked Journey content
42% of email clicks in Nov
(under Hero)



Oct: **Hotel Spotlight & Journey**
Geo-targeted hotel spotlight and
neighboring Journey article each
had nearly 13% of clicks in Oct
(under Hero)



Oct: **Instagram**
Most clicked Instagram
module in 2021
6% of monthly clicks
(above Footer)

Content / Module Performance: Q4 2021

(U.S. Version)

% of Module Clicks	October '21 (Mountains & Outdoors)	November '21 (Holiday Travel Planning)	December '21 (Holiday Travel Planning)
Header	2.11%	3.52%	2.66%
Hero	42.28%	18.22%	35.72%
Hotels Near You	---	---	10.15%
Journey Promo	2.77%	---	---
Journey (Nav Bar)	---	42.07%	21.64%
Journey 2	12.85%	4.13%	---
Property	4.10%	4.37%	---
Yacht Collection	5.04%	4.27%	5.63%
Hotel Spotlight	12.68%	---	4.39%
New Openings	2.83%	---	1.82%
Video	---	---	---
Travel by Interest	1.74%	4.36%	---
Scenography	1.04%	1.88%	---
Ladies & Gentlemen	2.09%	1.64%	2.52%
Loyalty/Moments	---	3.83%	---
Promos	---	3.83%	1.27%
Shop	---	---	1.43%
Instagram	5.71%	0.75%	1.96%
Footer	4.74%	8.04%	10.82%

- Hero returned #1 most clicked in Dec.
- Journey/Nav Bar continued as top performer
- Strong click activity on property features
 - High engagement in Hotel Spotlight
 - Hotels Near You was 3rd most clicked
- Yacht Collection was consistently a strong click-catcher each month in Q4
- High Dec footer clicks in Nov and Dec were an impact of new audiences
- Scenography, Shop, New Openings, and Ladies & Gentlemen were among the lower performing modules this quarter
 - Revisit content goals, message frequency, and creative in 2022

Q4 2021 Performance Recommendations

- Continue to **focus on tracking click activity** and audience health since Apple iOS update in order to assess and optimize email performance
 - Resume tracking unsubscribe rates after database has been cleaned
- Continue to **monitor new audience engagement** trends; consider setting-up tracking for new readers
- Determine need for **CRM segment tracking** in 2022
- Consider **conducting a Non-member deep dive** to understand low engagement trends and opportunities to improve targeting and/or personalization
- Explore using **3rd party data** to improve targeting criteria and content personalization
- Evaluate engagement trends with **new luxury segments**; measure engagement impacts and determine need for any content versioning

Content Recommendations

- Set **2022 learning agenda and optimization roadmap** that align with brand goals & content plans
- Consider testing **listicle style headlines**; approach positively influenced Oct click activity
- Revisit goals for **lower performing content**, their message frequency, and creative treatment in 2022: Scenography, Shop, New Openings, and Ladies & Gentlemen
- Journey **Nav Bar module continues to engage** openers; continue using for themed content, F1 race locations, or for several culinary articles targeted to foodies (use past clicks or 3rd party data to help target content)
- Consider **testing Hotel Spotlight CTAs** to drive engagement: Explore vs. Reserve vs. Stay
- Continue **leveraging geo-targeting** where relevant in order to lift engagement; consider subject lines and the hero again

Monthly Engagement:

December Newsletter + NYE Solo 2021

December 4th Newsletter

Creative: U.S. Version

Theme: Holiday Travel Planning



Subject Line (Used PCIQ Optimization):

- (List) INSIDE THE RITZ-CARLTON: 5 Magical Holiday Getaways in [Destination]
- (Authority) INSIDE THE RITZ-CARLTON: Where to Go for a Magical Holiday Getaway in [Destination]
- (How to) INSIDE THE RITZ-CARLTON: Tips for Planning a Magical Holiday Getaway in [Destination]
- (Solution) INSIDE THE RITZ-CARLTON: Your Guide to Magical Holiday Getaways in [Destination]
- (Intrigue) INSIDE THE RITZ-CARLTON: These 5 Destinations are Magical!

Pre-Header:

Plus, your guide to 2022 travel - close to home or around the world






EXTRAORDINARY HOLIDAY GETAWAYS IN THE U.S. AND CANADA

Looking to do the holidays differently this year? Plan a private wine tasting in San Francisco, toast to the New Year from a beachside bar in South Beach, or skip the season altogether and enjoy a spa retreat in the Arizona desert.



SEE ALL 5



STAY IN SAN FRANCISCO

Toast to the spirit of the season with decadent wines sourced from prestigious vineyards at the JCB Lounge by Jean-Charles Boisset, tucked away inside The Ritz-Carlton, San Francisco.

RESERVE YOUR STAY >



MORE HOLIDAY EXPERIENCES IN THE U.S.

Celebrate the holidays at The Ritz-Carlton, New Orleans, where children can decorate gingerbread houses and have tea with "Papa Noel." Or visit The Ritz-Carlton Georgetown, Washington, D.C., and create new holiday traditions and lasting memories in our nation's capital.

VISIT NEW ORLEANS

VISIT WASHINGTON, D.C.

YOUR JOURNEY

WHERE WILL TRAVEL TAKE YOU NEXT YEAR, KAITLIN?

Explore our brand guides for inspiration to guide you on your journey into the new year.



DISCOVER MORE DESTINATIONS



DISCOVER PURA VIDA IN COSTA RICA

Let winter become a distant memory in a [luxurious Costa Rican resort](#). Soak up the sun and relax on the pristine beaches of the coastline, take a surfing lesson on one of the world-class beaches, or mingle with the locals while sipping on traditional coffee.

EXPLORE THE RITZ-CARLTON TRAVEL EXPERIENCE



NOW OPEN: THE RITZ-CARLTON, HARBIN

Located in what is known as China's Ice City, The Ritz-Carlton, Harbin provides opportunities for indulgence and exploration. Enjoy afternoon tea in the newly opened lounge, experience Chinese culture at the Ice Museum, and spectacular panoramic views from the rooftop bar.

DISCOVER HARBIN




STORIES FROM OUR LADIES AND GENTLEMEN

At Midwinter, discover the The Ritz-Carlton, New York, Central Park. Only be the first - and last - person each guest encounters upon their visit. Or be the first to connect with each guest personally whenever they remember how well beyond their stay.

We meet people from all over the world, from all walks of life, with whom we can share our collective experience and knowledge of the world.


EXPLORE THE RITZ-CARLTON NEW YORK, CENTRAL PARK



LET US STAY WITH YOU: HOLIDAYS PERFECTED

At The Ritz-Carlton, Chicago, a guest mentioned that she loved Christmas trees from around the world. When the guest returned for her annual visit, the tree decorated and welcome with another guest. Discovering a global collection of Christmas trees decorating the resort.


VIEW VIDEO



THE SWEETEST DREAMS

Make 2022 the year for renewal with a sleep experience that will transport you to your favorite Ritz-Carlton memories each night. The Ritz-Carlton Bed and Bathing embodies our luxurious approach to living and provides attention to details.

VISIT THE RITZ-CARLTON HOTEL




#RCMEMORIES

Swimming through desert dunes at The Ritz-Carlton, [Abaco](#) holidays.

SEE MORE EXPERIENCES

December 2021: Decrease For Key KPIs Driven By New Luxury Segment Inclusion

5.2 M Emails Delivered +80.3% (2.3 M)	904.1 K Opens +16.9% (130.8K)	17.4% Open Rate -9.4 pts.	67.0 K Clicks +26.0% (13.8K)
 <p>OKINAWA, JAPAN</p>			1.3% CTR -0.56 pts.
			7.4% CTOR +0.54 pts.

December 2021 vs. Rolling 12-Month Average (November 2020 – November 2021)

Segment Engagement Remains Mixed

- Overall performance higher for non-luxury segment
 - New luxury audience engagement typical to be lower than existing audiences for those not as familiar with newsletter
 - Will continue to track as luxury segments become more seasoned readers; look for segment level engagement trends and content differences

Segment Name	Segment Description
L1	All stays are luxury
L2A	>= 50% of stays are luxury
L2B	< 50% of stays are luxury
L3	All luxury stays are paid by bonus points

December 2021: Luxury vs. Non-Luxury Segment Engagement						
Segments	Delivered	Opens	Open Rate	Clicks	CTR	CTOR
L1 Lux Only	537.9 K	56.5 K	10.5%	4.2 K	0.79%	7.5%
L2A High User	253.4 K	31.3 K	12.4%	2.8 K	1.12%	9.1%
L2B Low User	1.2 M	161.5 K	13.6%	14.1 K	1.19%	8.7%
L3 Lux Redeemer	293.6 K	44.5 K	15.1%	3.7 K	1.27%	8.4%
Non-Luxury	2.9 M	610.2 K	20.9%	42.1 K	1.45%	6.9%
Grand Total	5.2 M	904.1 K	17.4%	67.0 K	1.29%	7.4%

All Segments Heat Map: December 2021

(U.S. Version)

- Hero and Nav Bar (Journey Destinations) generated most click activity
- Hotels Near You returned this month and was 3rd most clicked with 10%+ of clicks
 - Footer drove click activity slightly higher than normal; impact of new audiences

Header:
2.7% clks.

Hero:
35.7% clks.

Hotel Spotlight:
4.4% clks.

Hotels Near You:
10.2% clks.

Nav Bar:
21.6% clks.



Yacht Collection:
5.6% clks.

New Hotel Opening:
1.8% clks.

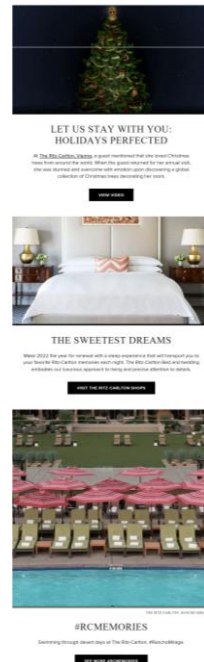
Ladies & Gentlemen:
2.5% clks.



Let Us Stay:
1.3% clks.

Boutiques:
1.4% clks.

Instagram:
2.0% clks.



Footer (not shown):
10.8% clks.

Top Performing Content: December 2021

(U.S. Version)

- Hero content was the most engaging this month, followed by Nav Bar which held 2 of the top 10 most clicked list
- Strong performance from hotel specific content (Near You & Spotlight)
- Instagram made the top 10 list with over 1.3K clicks

Module	Article	Clicks	CTR
Hero	Extraordinary Holiday Getaways in the U.S. and Canada	23.9 K	0.55%
Nav Bar	Florida	7.0 K	0.16%
Yacht Collection	Discover Pura Vida in Costa Rica	3.3 K	0.08%
Nav Bar	California	3.1 K	0.07%
Hotel Spotlight	More Holiday Experiences in the U.S.	2.9 K	0.07%
Hotels Near You	U.S. East Coast Washington D.C. Holiday experiences	2.5 K	0.06%
Hotels Near You	U.S. West Coast Maui Holiday experiences	1.7 K	0.04%
Hotels Near You	U.S. East Coast New Orleans Holiday experiences	1.5 K	0.03%
Ladies & Gentlemen	Ladies & Gentlemen, New York	1.4 K	0.03%
Instagram	Instagram	1.3 K	0.03%

December 31st NYE Solo

Theme: New Year, New Hotels


Subject Line:


- INSIDE THE RITZ-CARLTON: A New Year's Message for Kaitlin

Pre-Header:

Discover 7 of our newest hotels and resorts for a new year of relaxation and escape






THE RITZ-CARLTON



DISCOVER SOMEPLACE NEW

Kaitlin, here's to a brand new year of travel that brings you more experiences, adventures, and moments you'll remember for a lifetime. From secluded seaside escapes to bustling city adventures, explore below for our newest hotel openings around the globe.



[PLAN A YEAR TO REMEMBER](#)



THE RITZ-CARLTON,
TURKS & CAICOS

Escape to powdery white-sand beaches and gentle turquoise waves, cuisine inspired by local ingredients, and spa rituals that reflect the culture of the island.

[RESERVE NOW](#)



THE RITZ-CARLTON
MALDIVES, FARI ISLANDS

Embrace island life from your overwater villa, indulge in exceptional dining at one of seven restaurants, and experience healing spa treatments guided by nature.

[RESERVE NOW](#)



THE RITZ-CARLTON, MEXICO CITY

Experience traditional Mexican culture and cuisine with a modern touch in the heart of the city along with sweeping views overlooking Chapultepec Park.

[RESERVE NOW](#)



THE RITZ-CARLTON, HARBIN

Savor spectacular views from the rooftop bar soaring high over the Songhua River, and delight in authentic Chinese cuisine or locally-inspired spa treatments.

[RESERVE NOW](#)



THE RITZ-CARLTON, GRAND CAYMAN

Sip on a world-famous Bar Jack Pilsa Colada, take a dip in the pool, or marvel at the starry sky in a family stargazing activity at this recently renovated and reopened resort.

[RESERVE NOW](#)

Creative: U.S. Version



THE RITZ-CARLTON, PARADISE VALLEY

Look forward to the opening of this exclusive sanctuary that includes secret gardens, oxygen-enriched guest rooms, on-site citrus groves, and a grand 400-foot swimming pool.

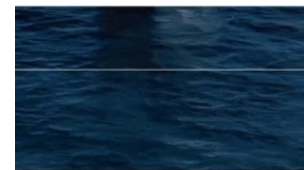
[EXPLORE PARADISE VALLEY](#)



THE RITZ-CARLTON NEW YORK, NOMAD

Soon you'll be able to savor the best of Manhattan at this gathering place for the local and enclave for the sophisticated — where innovative dining, unforgettable experiences, and world-class shopping are at your doorstep.

[EXPLORE NEW YORK](#)




SET SAIL INTO THE NEW YEAR

Enjoy uniquely crafted itineraries aboard The Ritz-Carlton Yacht Collection and explore exclusive destinations from Lisbon, Portugal to Bridgetown, Barbados, and beyond.

[EXPLORE CRUISE ITINERARIES](#)

NYE Solo 2021

- Strong 2021 Solo performance compared to Dec 4th newsletter and 2019 NYE Solo
- Additional deliveries drove more open and click activity; open activity still understated for Apple users

4.1 M Emails Delivered +64%	788.5 K Opens +29%	19.1% Open Rate -5.3 pts.	88.9 K Clicks +98%
 MALDIVES, FARI ISLANDS			2.2% CTR +0.4 pts.
			11.3% CTOR +3.9 pts.

FOR REFERENCE: Dec 31, 2019 Solo Performance

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%



HEADER
2.9% clks

HERO
22.9% clks

NEW OPENINGS
64.5% clks

EXPLORE ALL
6.9% clks

PERTH
4.7% clks

ZADUN
11.9% clks

MEXICO CITY
4.0% clks

PUNE
5.7% clks

XI'AN
3.8% clks

SOUTH BEACH
10.4% clks

ST. THOMAS
17.0% clks

FOOTER
9.7% clks

Timely, personalized subject line drove open rate and click rate engagement in Dec 31st NYE Solo

Winner was used in 2019 solo

Subject Lines	Delivered	Opens	Open Rate	Winner Lift	Clicks	CTR	CTOR
Winner: A New Year's Message for You	411,751	79,863	19.40%	--	12,806	3.11%	16.03%
Subject Line 2: Happy New Year from The Ritz-Carlton	411,721	73,565	17.87%	+1.5 pts.	10,614	2.58%	14.43%
Subject Line 3: INSIDE THE RITZ-CARLTON: A New Year's Message for You	411,676	73,898	17.95%	+1.4 pts.	10,933	2.66%	14.79%

Pre-Header: Discover 7 of our newest hotels and resorts for a new year of relaxation and escape

All Segments Heat Map: December 31st NYE Solo 2021

(U.S. Version)

- Hero copy wished the reader a “Happy New Year From The Ritz-Carlton”
- Hotel Spotlight generated the most clicks & bookings; Turks & Caicos and by New York, and Mexico City properties received bookings from email


Header:
2.3% clks.
11.9% bkg.

Hero:
4.7% clks.
3.0% bkg.

Hotel Spotlight:
75.3% clks. (total)
68.7% bkg. (total)

Turks & Caicos:
26.1% bkg. to prop.


Maldives, Fari Islands:
0.0% bkg. to prop.



THE RITZ-CARLTON


DISCOVER SOMEPLACE NEW

PLAN A YEAR TO REMEMBER



THE RITZ-CARLTON,
TURKS & CAICOS

RESERVE NOW



THE RITZ-CARLTON
MALDIVES, FARI ISLANDS

RESERVE NOW

Mexico City:
8.7% bkg. to prop.



THE RITZ-CARLTON,
MEXICO CITY

Experience traditional Mexican culture and cuisine with a modern touch in the heart of the city along with sweeping views overlooking Chapultepec Park.

RESERVE NOW

Harbin:
0.0% bkg. to prop.



THE RITZ-CARLTON,
HARBIN

Seize spectacular views from the rooftop bar soaring high over the Songhua River, and delight in authentic Chinese cuisine or locally-inspired spa treatments.

RESERVE NOW

Grand Cayman:
0.0% bkg. to prop.



THE RITZ-CARLTON,
GRAND CAYMAN

Sip on a world-famous Blue Jack Pina Colada, take a dip in the pool, or marvel at the starry sky in a family charging activity at this recently renovated and reopened resort.

RESERVE NOW

Paradise Valley:
0.0% bkg. to prop.



THE RITZ-CARLTON,
PARADISE VALLEY

Look forward to the opening of this exclusive sanctuary that includes secret gardens, oxygen-enriched guest rooms, on-site citrus groves, and a grand 600-foot swimming pool.

EXPLORE PARADISE VALLEY

New York, NOMAD:
13.0% bkg. to prop.

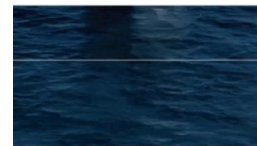


THE RITZ-CARLTON
NEW YORK, NOMAD

Soon you'll be able to save the best of Manhattan at this gathering place for the social and exclusive for the sophisticated -- where innovative dining, unforgettable experiences, and world-class shopping are at your doorstep.

EXPLORE NEW YORK

Yacht Collection:
10.3% clks.
0.0% bkg.



THE RITZ-CARLTON
YACHT COLLECTION

SET SAIL INTO THE NEW YEAR

Enjoy uniquely crafted itineraries aboard The Ritz-Carlton Yacht Collection and explore exclusive destinations from Lisbon, Portugal to Bridgetown, Barbados, and beyond.

EXPLORE CRUISE ITINERARIES

Footer (not shown):
10.7% clks.
16.4% bkg.

Segment Engagement Mixed for Solo

- Overall click performance highest for L2A, L2B and L3
- L1 Lux Only and Non-Luxury had lowest CTR; 1pt. lower than other segments

Segment Name	Segment Description
L1	All stays are luxury
L2A	>= 50% of stays are luxury
L2B	< 50% of stays are luxury
L3	All luxury stays are paid by bonus points

December NYE Solo 2021: Luxury vs. Non-Luxury Segment Engagement						
Segments	Delivered	Opens	Open Rate	Clicks	CTR	CTOR
L1 Lux Only	134.5 K	21.1 K	15.7%	2.5 K	1.9%	11.9%
L2A High User	106.0 K	18.5 K	17.5%	3.0 K	2.9%	16.4%
L2B Low User	738.2 K	126.2 K	17.1%	20.4 K	2.8%	16.1%
L3 Lux Redeemer	197.1 K	37.4 K	19.0%	5.6 K	2.8%	14.9%
Non-Luxury	2.9 M	585.2 K	19.9%	57.4 K	1.9%	9.8%
Grand Total	4.1 M	788.5 K	19.1%	88.9 K	2.2%	11.3%

Member Engagement Increased As Levels Progressed

- Overall click performance highest for more Elite member levels with gradual increase all the way from Basic to Ambassador
- Open rates were fairly comparable across all member levels; 19 -20% range
- Non-Members were the least engaged audience but still had strong 1.1% CTR

December NYE Solo 2021: Member Level Engagement						
Member Level	Delivered	Opens	Open Rate	Clicks	CTR	CTOR
Non-Member	185.3 K	15.8 K	8.5%	2.0 K	1.1%	12.4%
Basic	2.1 M	416.1 K	19.6%	41.1 K	1.9%	9.9%
Silver	488.3 K	93.8 K	19.2%	10.2 K	2.1%	10.8%
Gold	750.6 K	147.8 K	19.7%	19.0 K	2.5%	12.8%
Platinum	241.3 K	48.3 K	20.0%	6.9 K	2.8%	14.2%
Titanium	281.0 K	57.0 K	20.3%	8.3 K	3.0%	14.6%
Ambassador	47.8 K	9.5 K	20.0%	1.5 K	3.2%	15.8%
Grand Total	4.1 M	788.5 K	19.1%	88.9 K	2.2%	11.3%

NYE Solo Recommendations

- Plan for sending another timely year-end solo in 2022 featuring key locations to inspire future travel
- Continue with personalized, timely subject line to drive open rate engagement, and clicks
 - **Winner: "A New Year's Message for You"**
 - Listicle pre-header calling out newest locations also helped increase open activity
- Changing to more prominent property feature modules worked to attract more click activity
- Positive response to Yacht Collection content at end of email; more clicks than hero – consider including in future NYE solos
- Look for opportunities to version for key segments: luxury and non-members to lift engagement

Thank you!

2021 RC eNews Heatmaps

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

Most Clicked Dec '21 Content By Region

Geo-targeted content in top 3

U.S.		
Module	Article	Clicks
Hero	Extraordinary Holiday Getaways in the U.S. and Canada	23,927
Holiday Nav Bar	Florida	6,960
Yacht Collection	Explore the RC Yacht Collection	3,326

Canada		
Module	Article	Clicks
Hero	Extraordinary Holiday Getaways in the U.S. and Canada	1,550
Holiday Experiences	More Holiday Experiences in Canada	825
Yacht Collection	Explore the RC Yacht Collection	239

CALA		
Module	Article	Clicks
Hero	Magical Holiday Getaways in Mexico & the Caribbean	472
Hotel Spotlight	More Holiday Experiences in CALA	116
Yacht Collection	Explore the RC Yacht Collection	92

APAC		
Module	Article	Clicks
Hero	Magical Asia-Pacific Holiday Getaways	2,656
Hotel Spotlight	Summertime Holiday in Perth	940
Holiday Nav Bar	Indonesia	692

Europe		
Module	Article	Clicks
Hero	Extraordinary European Holiday Getaways	3,316
Holiday Nav Bar	UAE	686
Holiday Experiences	More European Holiday Experiences	606

MEA		
Module	Article	Clicks
Hero	Magical Middle Eastern Holiday Getaways	1,204
Hotel Spotlight	Stay in Oman	396
Holiday Experiences	More Holiday Experiences in the Middle East	382

October 2nd Newsletter

Theme: Mountains and Outdoor Getaways

Subject Line (Used PCIQ Optimization):

- (List) INSIDE THE RITZ-CARLTON: 11 Majestic Mountain Retreats
- (Authority) INSIDE THE RITZ-CARLTON: Your Guide to Majestic Mountain Retreats
- (How To) INSIDE THE RITZ-CARLTON: How to Plan a Majestic Mountain Retreat
- (Solution) INSIDE THE RITZ-CARLTON: Where to Find a Majestic Mountain Retreat
- (Question) INSIDE THE RITZ-CARLTON: Are you ready for a majestic mountain retreat?

Pre-Header:

Plus, 6 family adventures, our newest hotel opening, and stories from our Ladies and Gentlemen



11 MAJESTIC MOUNTAIN RETREATS

Experience the bliss and tranquility of a mountain getaway that transcends the seasons surrounded by breathtaking off-top views, spectacular waterfalls, and miles of hiking trails through some of the most beautiful places on Earth.

SEE ALL 11



THE RITZ-CARLTON, BACHELOR GULCH
This resort, nestled among the towering pines and majestic mountains of Colorado, is inspired by traditional mountain lodges of the wild west.

EXPLORE 3



THE JOURNEY

6 OUTDOOR ADVENTURES EVERY FAMILY SHOULD EXPERIENCE

Nothing brings a family together quite like an adventure in the great outdoors. These six special activities offer unforgettable opportunities for fun and bonding with your loved ones.

SEE ALL 6



STORIES FROM OUR LADIES AND GENTLEMEN

Brian Pfeiffer, Front Desk Agent at The Ritz-Carlton, Boston, recently created a memorable experience for a visiting family. After the family's child lost their stuffed animal, Brian found them, dressed them in delightful costumes and returned them to the child with a note reading:

"We were not lost, we were shopping and touring the city, and would never leave you."

DISCOVER THE RITZ-CARLTON, BOSTON



OPENING SOON: THE RITZ-CARLTON, MEXICO CITY

Urban adventures await at this modern hotel rising 58 stories with sweeping views of Chapultepec Park. Guests can look forward to a Chef's Table experience showcasing the very best locally-sourced cuisine.

DISCOVER



GRAND PRIX EXPERIENCE

Enjoy exclusive access to the Mexico City Grand Prix including a 2-day pass to experience the race on track at The Ritz-Carlton Silver Arrows Lounge and more.

VIEW DETAILS 3



72 HOURS IN ISTANBUL

Headed to the Turkish Grand Prix, or just dreaming about it? See how Bradley Lund, the Communications Director for the Mercedes-AMG Petronas Formula One Team, manages to sneak in some local sights and a decadent dinner or two when he's in Istanbul.

READ THE INTERVIEW



EXPERIENCE THE WORLD UNTETHERED

Escape the everyday toward The Ritz-Carlton Yacht Collection and explore picturesque coastlines, remote parts of call, and scenic sights on land and at sea. Read five reasons to sit back, relax, and raise your anchor.

SEE ALL 5



AN ESTATE WITH A STORY

The history of Donato Beach, a Ritz-Carlton Reserve, is found in unlikely places. It's told in a 90-year-old tree that looks plucked from a fairy tale. It's weaved into artfully crafted bistro fare filled with pineapple — a nod to the property's beginning as a citrus plantation.

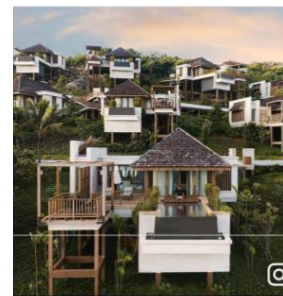
DISCOVER THE RESORT



PERTH: WHERE NIGHT TAKES FLIGHT

Australia is the veritable nest of the world's bird population—and where the songbird has played its tune for millions of years. Each sunset at Songbird restaurant begins with the winged creature's narrative using over equally intricate cocktails infused with regional ingredients in a songbird-inspired glass.

DISCOVER THE RITZ-CARLTON, PERTH



#RCMEMORIES

From a hideaway villa terrace, let your cares disappear in the sun at The Ritz-Carlton, #RCMemories.

SEE MORE #RCMEMORIES


October 2021 Heat Map

(Creative: U.S. Version)

- Intriguing mountain retreat hero article engaged openers, module click activity +4 pts. MoM
 - Possible increase from using listicle approach in hero and CTA copy – a proven engagement driver; also previous CTA test winner
- Geo-targeted hotel spotlight and neighboring Journey article captured over 12% of clicks
- Interesting Instagram content captured more clicks MoM and 5.7% of clicks is highest YTD

Header 2.11% Clks

THE RITZ-CARLTON



Hero 42.28% Clks

11 MAJESTIC MOUNTAIN RETREATS

Experience the bliss and tranquility of a mountain getaway that transcends the seasons surrounded by breathtaking cliff-top views, spectacular waterfalls, and miles of hiking trails through some of the most beautiful places on Earth.

SEE ALL 11

THE RITZ-CARLTON, BACHELOR GULCH

This resort, nestled among the towering pines and meadows

Hotel Spotlight 12.68% Clks



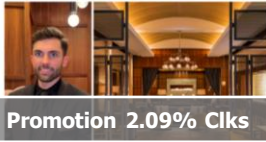
Journey 12.85% Clks

THE JOURNEY

6 OUTDOOR ADVENTURES EVERY FAMILY SHOULD EXPERIENCE

Nothing brings a family together quite like an adventure in the great outdoors. These six special activities offer unforgettable opportunities for fun and bonding with your loved ones.

SEE ALL 6



Promotion 2.09% Clks

STORIES FROM OUR LADIES AND GENTLEMEN

Brian Pfeiffer, Front Desk Agent at The Ritz-Carlton, Boston, recently created a memorable experience for a visiting family. After the family's third lost two stuffed animals, Brian found them, showed them in delightful costumes, and returned them to the child with a note reading:

"We were not lost, we were shopping and touring the city, and would never leave you."

DISCOVER THE RITZ-CARLTON, BOSTON



New Openings 2.83% Clks

OPENING SOON:
THE RITZ-CARLTON, MEXICO CITY

Urban adventures await at this modern hotel rising 58 stories with sweeping views of Chapultepec Park. Guests can look forward to a Chef's Table experience showcasing the very best locally-sourced cuisine.

DISCOVER

GRAND PRIX EXPERIENCE

Enjoy exclusive access to the Mexico City Grand Prix.

Loyalty 2.77% Clks



Travel by Interest 1.74% Clks

72 HOURS IN ISTANBUL

Headed to the Turkish Grand Prix, or just dreaming about it? See how Bradley Lord, the Communications Director for the Mercedes-AMG Petronas Formula One Team, manages to sneak in some local sights and a decadent dinner or two when he's in Istanbul.

READ THE INTERVIEW




Yacht Collection 5.04% Clks

EXPERIENCE THE WORLD UNTETHERED

Escape the everyday aboard The Ritz-Carlton Yacht Collection and explore picturesque coastlines, remote parts of call, and scenic sights on land and at sea. Read five reasons to sit back, relax, and raise anchor.

SEE ALL 5




Property 4.10% Clks

AN ESTATE WITH A STORY

The history of Dorado Beach, a Ritz-Carlton Reserve, is found in unlikely places. It's told in a 90-year-old tree that looks plucked from a fairy tale. It's revealed in its artfully crafted baritone. Filled with pineapple – a nod to the property's beginning as a citrus plantation.

DISCOVER THE RESORT




Scenography 1.04% Clks


PERTH: WHERE NIGHT TAKES FLIGHT

Australia is the veritable nest of the world's bird population—and where the songbird has played its tune for millions of years. Each sunset at Songbird restaurant begins with the winged creature's melodious song, over equally melodic cocktails infused with regional ingredients in a songbird-inspired glass.

DISCOVER THE RITZ-CARLTON, PERTH



Instagram 5.71% Clks



#RCMEMORIES

From a hillside vine terrace, let your cares disappear in the sun at The Ritz-Carlton, #RCMiami.

Footer (not shown) 4.74% Clks

November 8th Newsletter

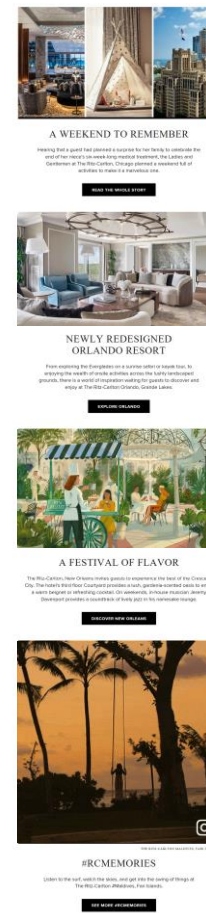
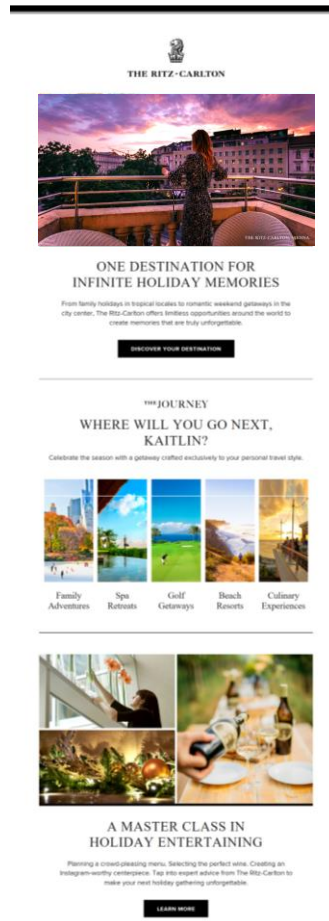
Theme: Holiday Travel Planning

Subject Line (Used PCIQ Optimization):

- (List) INSIDE THE RITZ-CARLTON: 5 Types of Travel for One Perfect Holiday
- (Authority) INSIDE THE RITZ-CARLTON: One Destination for Infinite Holiday Memories
- (How To) INSIDE THE RITZ-CARLTON: How to Plan the Perfect Holiday Celebration
- (Solution) INSIDE THE RITZ-CARLTON: Your Guide to Planning the Perfect Holiday
- (Question) INSIDE THE RITZ-CARLTON: How Will You Spend the Holidays?

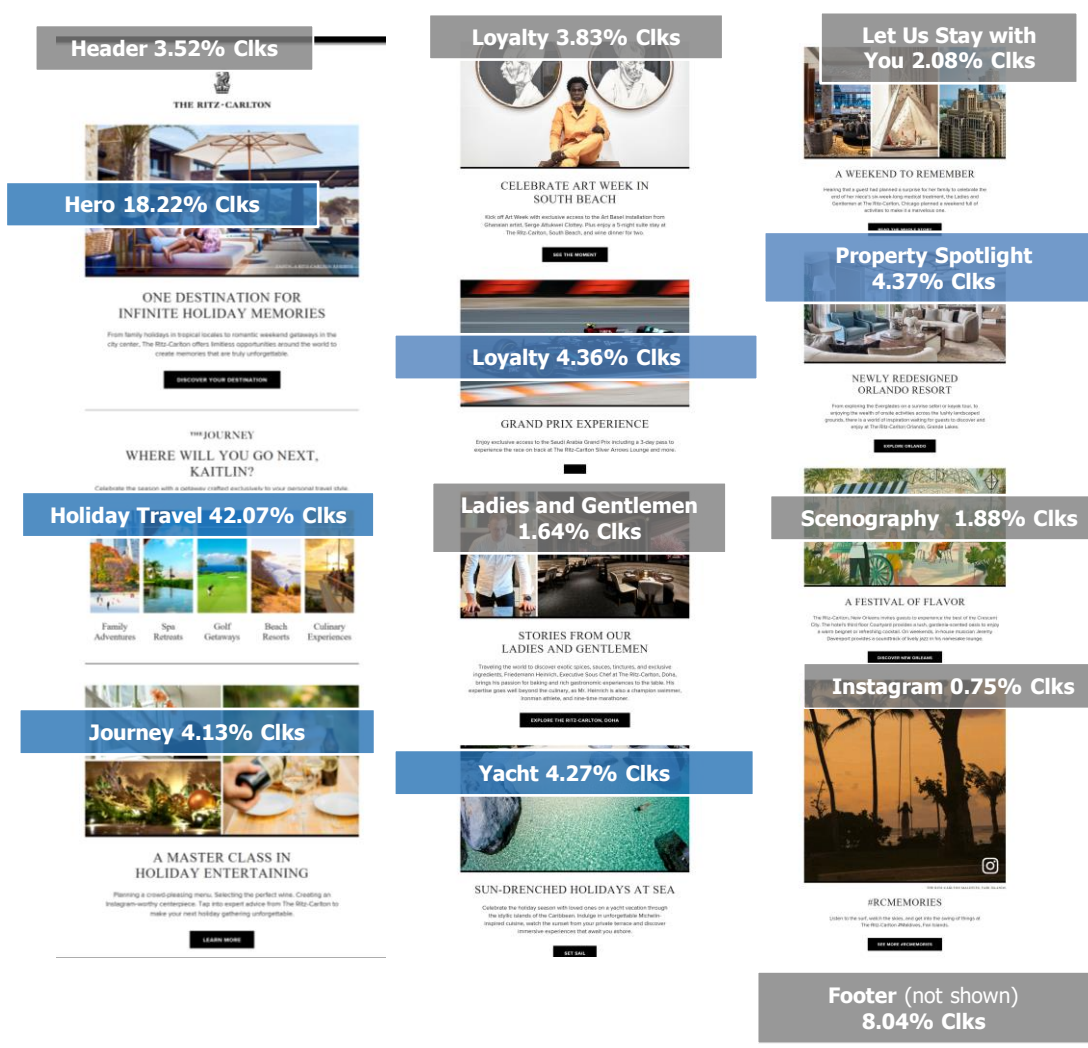
Pre-Header:

Plus, explore our newly redesigned resort, The Ritz-Carlton Orlando, Grande Lakes



November 2021 Heat Map (U.S. Version)

- Hero saw significant decrease in click activity MoM with Holiday Travel Nav bar driving most click activity at 42.07%
 - Last month the Hero generated 42.28% of clicks
 - Newer luxury audience could be engaging differently than non-luxury audience due to this being their first time seeing this newsletter
- Property Spotlight had strong engagement, 3rd highest, despite being positioned lower in the email
 - Preheader did encourage readers to check out new property: "Plus, explore our newly redesigned resort, The Ritz-Carlton Orlando, Grande Lakes"



Targeting Criteria 2021

- Include previous month email recipients
- Include all Luxury segments
- Include additional customers using the criteria below to reach the 3M deployment max:
 - Past luxury brand stayers (last 24 months) **OR**
 - Has HHI \$150K or more **OR**
 - Past email openers of RC Residences solos, St. Regis Residences solos, Quintessentially solo, RCYC solo **OR**
 - Amex Brilliant cardholders
- Note: include those with an English language preference