



The Ritz-Carlton: 2019 Email Vision, Opportunities & Roadmap Review

March 19th, 2019

Marie Honme



VOR Objectives for The Ritz-Carlton

- Develop a new vision & communications architecture for our email program
- Identify prioritized opportunities to achieve that vision, enhance guests experience and optimize our results
- Develop a roadmap for program enhancement & learning

Timeline & Milestones

Timing	Milestone	Description
Jan. 31	Kick-off & Discovery	Q&A to deep dive into program details
Feb. 13	Opportunities Work Session	Review initial assessment findings, discuss opportunities & facilitate additional discovery
Mar. 04	Opportunities Presentation and Vision Review	Review program assessment key opportunities and present program vision. Discuss roadmap prioritization
Mar. 19	Final Deliverables: Program & Vision and Roadmap	Final deliverables of strategic vision, communications architecture, and roadmap which includes identification of near-term opportunities, and a foundation for future program growth and execution

Timeline is tentative and subject to change based on actual project start and client availability

Opportunities Summary

I. Outline **channel specific goals**

- Ensure the relevant KPIs are tracked, and they ladder up to overarching marketing goals

II. Develop a **communication framework**

- Outline an email communication plan that supports the goals and objectives of the program

III. Define strategy to support **Loyalty Affiliation**

- Align on how Marriott Bonvoy messaging will be incorporated into The Ritz Carlton communication plan

IV. Define strategies to **maintain and grow an engaged audience**

- Understand our audience and define opportunities to acquire and retain them

V. Define **Personalization Opportunities**

- Develop strategies and opportunities for personalization to drive 1:1 relevance

VI. Employ an enhanced **Test & Learn Program**

- Identify learning objectives and align testing efforts with overall goals and objectives

VII. Establish regular **Strategy and Content review and planning sessions**

- Regular and timely content planning to provision for a thoughtful and editorial approach to email

Objectives and Goals



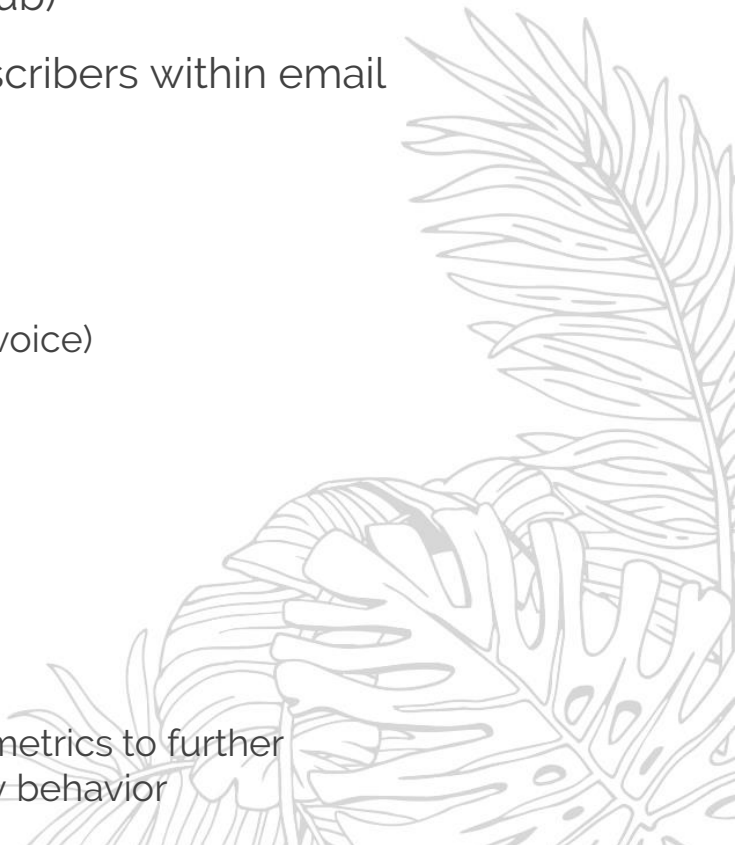
Objectives

- Engage to drive bookings
 - Inspire travel, showcase indelible moments
 - Tell stories of exceptional experiences
 - Add to the Ritz-Carlton communications
- Fuel loyalty through stories and recognition
 - Surprise & delight with each communication
 - Sophisticated usage of personalization and data



Goals & KPIs

- Maintain / Improve Open Rates & CTO (minimize unsub)
- Increase the proportion of Engaged and Passive subscribers within email audience
- Positively influence bookings & revenue
- For key CRM segments
 - Increase intent to recommend (measured through guest voice)
 - Increase # of stays (business and leisure)
 - Also look to increase leisure travel from business customers
 - Increase length of stay (LOS)
 - Increase revenue
 - Maintain higher KPI than overall brand average
- Future Considerations:
 - Track CRM metrics and compare/contrast to campaign metrics to further understand email influence on guest perception and stay behavior



TR-C eNewsletter 2018 Baseline KPIs

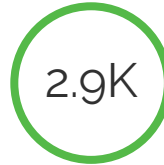
Open Rate



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Bookings



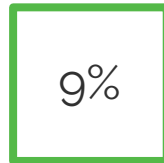
Revenue



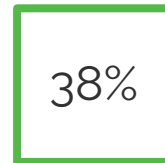
Unsub Rate



Dec. 2018
Engaged
(Open & Click)



Dec. 2018
Passive
(Open no click)

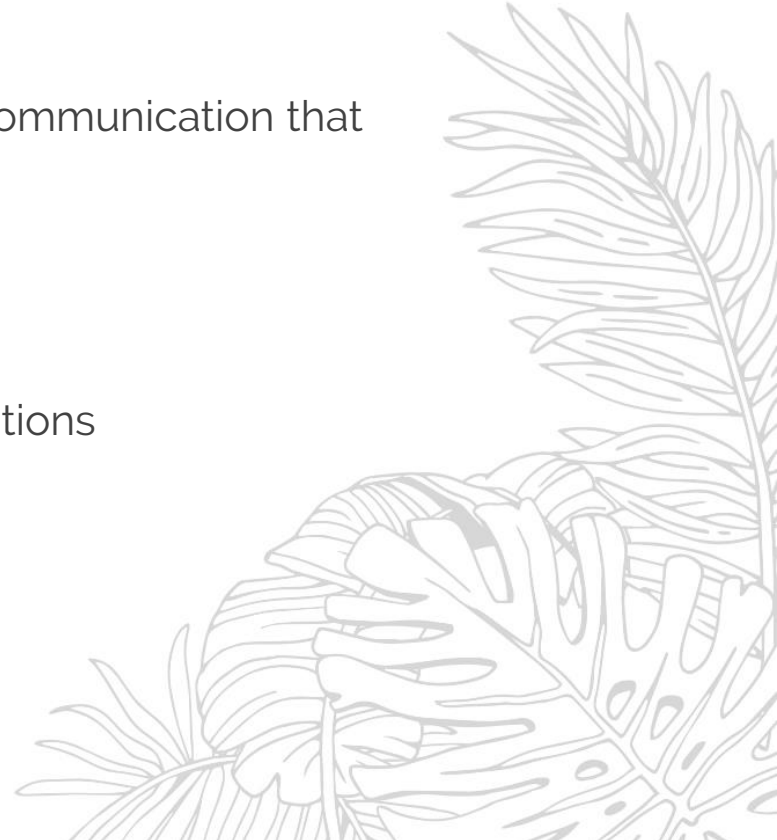


Opportunity: Develop a communication framework

- ✓ Offers a holistic view of all communications
- ✓ Creates a foundation for relevant and purposeful communication that maps to business objectives

Approach

- Define strategy and approach for Base Communications
- Update and optimize loyalty touches
- Finalize campaign calendar for remainder of year
 - Map out themes for the year



Base Communications Overview

The Ritz-Carlton email program centers around two primary communication types:

Monthly Newsletter and Solos

Monthly Newsletter (3rd Friday of Month):

- Consistent and regular touchpoint to maintain connection to brand
 - “Train” the audience to expect/look for it each month
- Use storytelling to showcase The Ritz-Carlton experiences
- Determine email channel own POV so that - on the content and deliver additional value
 - What is the value add? What is meaningful to the recipient rather than getting them to click?
 - Lifting the email channel to have its own value to the recipient

Solos

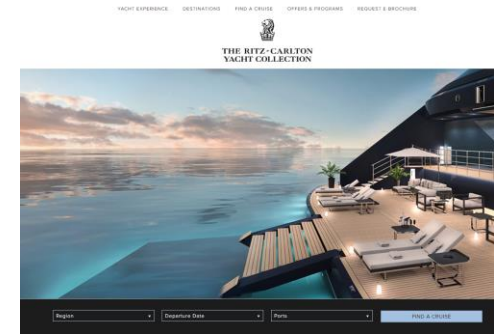
- Supports calendared marketing opportunities; not on a regular cadence
- An opportunity to emphasize a story, key content or make big announcements
- Suitable for Partner content or notable content initiatives (i.e. The Stay or Let Us Stay With You)
- Cadence and timing are driven by the storytelling opportunity

Solo Opportunities

- Brand Partnerships
- Influencer / Artist Partnership
- Paid Media (The Stay)
- DM Campaigns
- The Ritz-Carlton Yacht Collection

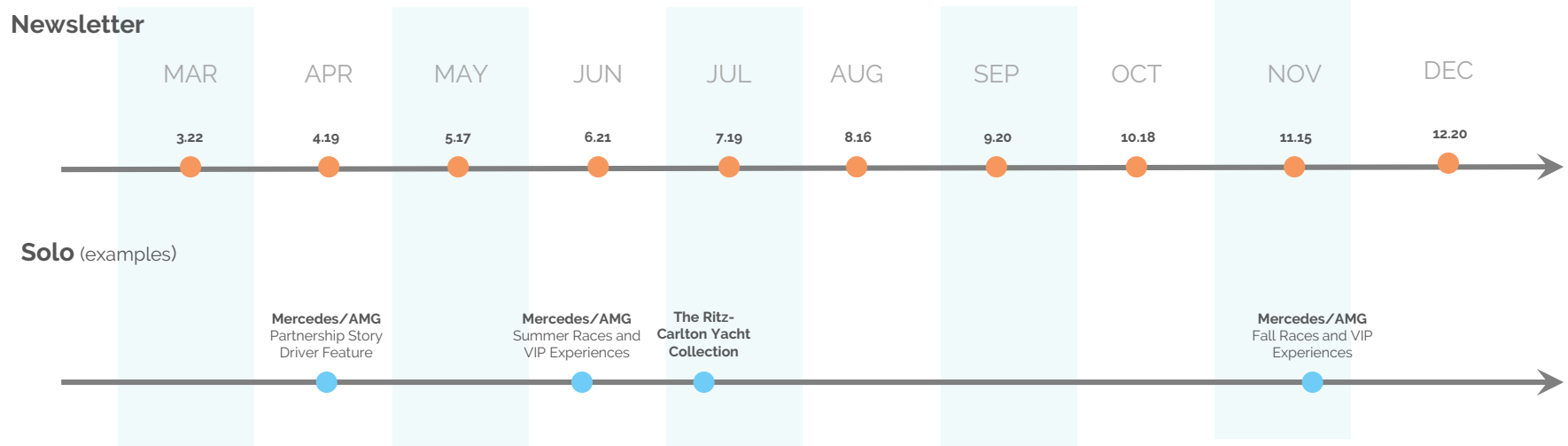
Next steps:

- Collaborate on calendar



Sample Calendar *(illustrative)*

- A monthly newsletter provides a consistent touchpoint
- Solos act as a way to emphasize a story, or key partnership messages



Currently Scheduled Dates

4.25

6.6

7.18

8.29

10.11

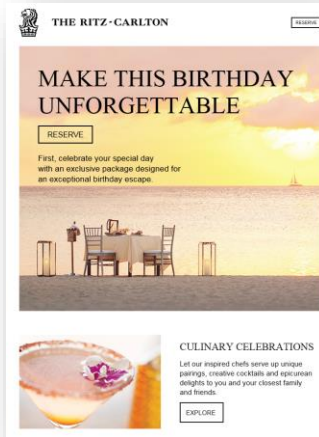
11.12

11.21

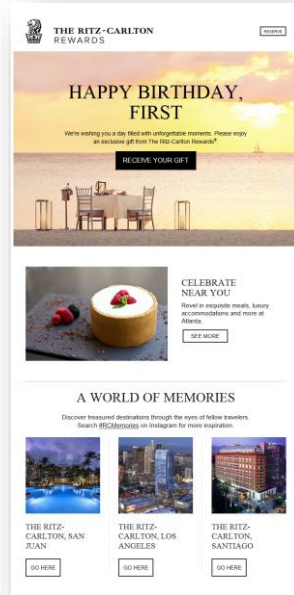
12.19

Opportunity to Update Lifecycle Touches

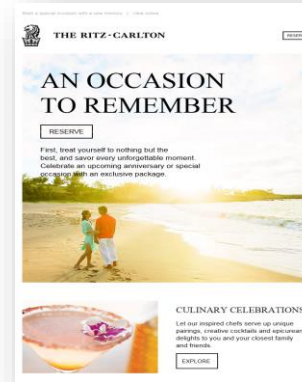
- Evaluate the holistic guest experience, including Marriott Bonvoy communications
- Consider ways that lifecycle details can be incorporated into the monthly newsletter for a personalized experience
- To help decide some of the above, assess current message performance



Upcoming Birthday



Birthday (day of)



Special Occasion Anniversary

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

MARRIOTT
BONVOY

E-statement & Promos

Lifecycle

Earn/ Redeem

Elite Status

Reservation / e-confo

Booking Cycle

Mobile Check-in

Next Steps:

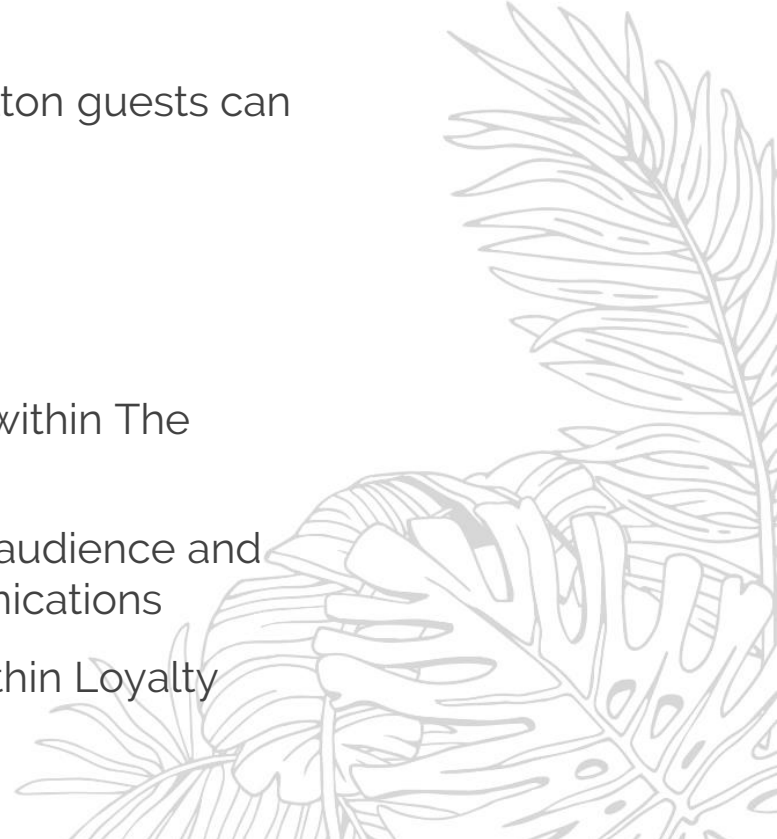
- Secure all 2019 dates for The Ritz-Carlton Newsletter on the Email Launch Calendar
- Define Solo email dates in support of key initiatives
 - Develop a Content Calendar for Key Initiatives
 - Determine whether the initiatives are suitable for a NL or Solo
 - Identify upcoming Solo(s) and secure dates on launch calendar

Opportunity: Define strategy to support **Loyalty Affiliation**

- ✓ Demonstrates experiences & benefits The Ritz-Carlton guests can gain from Marriott Bonvoy membership
- ✓ Supports key Loyalty initiatives and goals

Approach

- Define how loyalty affiliation should be expressed within The Ritz-Carlton communications
- Contribute to the development of the Luxury Lens audience and message strategy used in Marriott Bonvoy communications
- Inform the positioning of The Ritz-Carlton brand within Loyalty



Define how loyalty affiliation should be expressed within The Ritz-Carlton communications

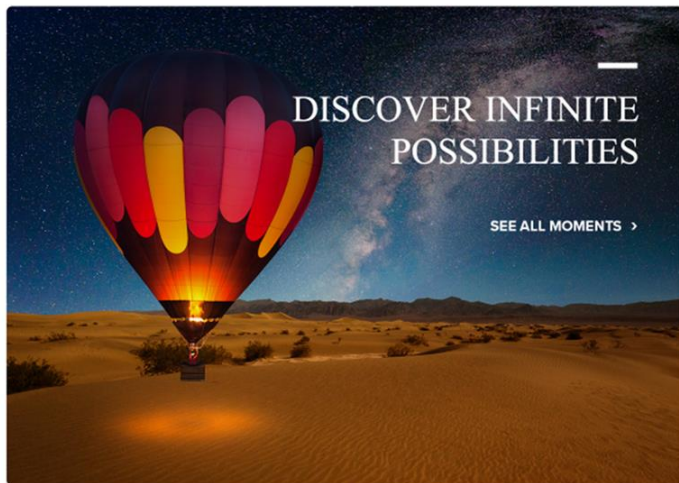
Opportunities

Feature loyalty content in a way that supports The Ritz-Carlton communication experience

- Identify Loyalty experiences and content that provides value to The Ritz-Carlton email audience
- Explore other content opportunities like cobrand experiences/events, and Marriott Bonvoy Traveler

Loyalty Content Example: Moments

From March 2019 Email:



With Marriott Bonvoy Moments and The Ritz-Carlton, there are infinite possibilities to discover — including exclusive Michelin-star dining opportunities, exhilarating Mercedes-AMG Petronas Motorsport experiences, and more.

Optimization Considerations

- Leverage MVP
- Geo-target property specific experiences
- Lean into Moments categories as evergreen

Opportunity: Define strategies to maintain and grow an engaged audience

Approach

- Find the optimal audience for The Ritz-Carlton communications
- Maintain audience continuity MoM
- Monitor engagement and overall audience health



Baseline Audience

Objectives

- Maintain continuity by mailing to “same audience as before”
- Also expand the audience based on key demographic and stay-based data

December 2018 eNews	
Segment	Delivered
Other Guests	1,614,645
Well-Traveled Executives	88,544
Sun Seekers	82,312
The Celebrators	78,926
Occasional Explorers	63,314
Aspirers	39,108
Total	1,966,849

Click Activity (Dec '18)	RC Customer %
Engaged	9%
Passive	38%
Unengaged	53%

Engaged = Received, Opened and Clicked
Passive = Received Opened but not Clicked
Unengaged = Received not Opened and not Clicked

Proposed Targeting Criteria

- Include previous email recipients (primary audience)
 - For March, include Jan 2019 RCR eNews recipients
 - Going forward, include previous month recipients

Plus Backfill to 3M cap with below:

- Opted into to receiving email (no stay requirement)

AND, either:

- Stayed at The Ritz-Carlton Brand in the last 18 months
- OR - Have an income of \$150K - \$200K + (no stay requirement)
- OR - Have a propensity model score of new to The Ritz-Carlton brand (no stay requirement)
 - Pending specific score details
- Stayed at a Luxury/Distinctive Luxury brand hotel in the last 18 months
 - St. Regis, JW Marriott, Ritz-Carlton Reserve, The Luxury Collection, W Hotels, EDITION

For new recipients, ensure a good first impression:

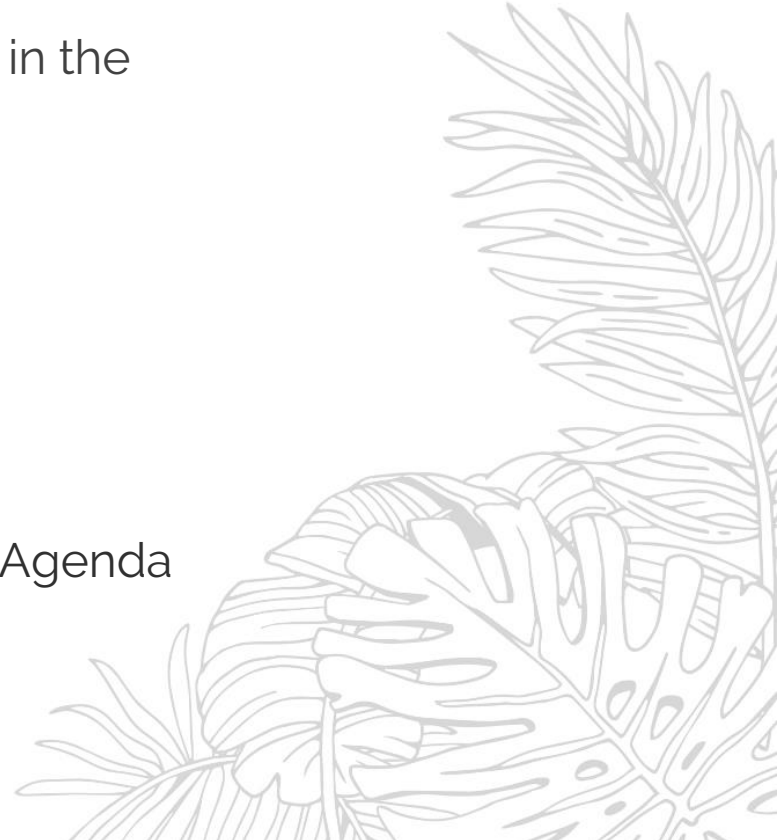
- Leverage subject line and pre-header to call out the new line of communication
- Include a module that introduces The Ritz-Carlton communications to new recipients and provide a reason to engage

Opportunity: Define Personalization Opportunities

- ✓ Enhances relevancy and demonstrates value in the relationship

Approach

- Align on Personalization Guidelines
- Review calendar to identify opportunities for personalization
- Map personalization approaches to Learning Agenda



Personalization Guidelines – *example*

Approach: Personalization as an extension of the indelible experience

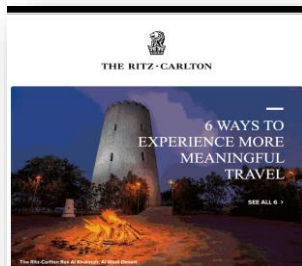
Respectful, discreet and useful – less is more

Respectful – Personalization that makes guests feel important

Discreet – Never too much; privacy and discretion is a feature of true luxury

Useful – Technology as an expression of sophistication

March Newsletter Personalizations



Magical moments await, Jamie. Practice the ancient art of Tai Chi in Beijing, contribute to the reforestation of Lake Tahoe's native sugar pine trees, or help protect hundreds of baby sea turtles as they find their new home in Cancun.



In a city known for reinventing itself, Berlin's vibrant and imaginative food scene boasts everything from sidewalk noon and pops to exquisite Michelin-starred restaurants like Tin House, which sources herbs from local urban farms.



BEHIND THE SCENES

"In the 1960s, orange flower water was the scent used in most American laundry detergents. Whenever I smell it, it reminds me of getting my pajamas fresh from the dryer."

— Ann Mason, Manager of Properties, The Ritz-Carlton, Boca



Air travel doesn't have to be exhausting. Explore our collection of tips for a comfortable and relaxing flight to help you make the most of your time in the friendly skies en route to your next adventure.

Personalized



Explore some of the world's most cinematic destinations through inspirational stories of romance, glamour and mystery set in five of our spectacular suites.



Elevate your spirit with ocean-inspired therapies on Amelia Island, a soothing ginseng energy ritual in Snow Mountain, or a tranquil yoga class under the light of the full moon in Philly Bay.



The Ritz-Carlton is thrilled to announce our new partnership with the record-breaking Formula One team, and by Lewis Hamilton. Stay tuned for opportunities to get closer and go faster with race-day experiences.



With Marriott Bonvoy Moments and The Ritz-Carlton, there are infinite possibilities to discover — including exclusive Michelin-star dining opportunities, exhilarating Mercedes-AMG Petronas Motorsport experiences, and more.



Each Ritz-Carlton property has its own moment to honor its area's traditions. At The Ritz-Carlton, Langkat, we dance together on the shore every Thursday at sunset to offer a dance of thanks to the sea called Tanan Payang.

[FIRST LAST S][YOUR] RESERVATION HISTORY:

Recent Stay(s):

[CHECK-IN DATE] TO [CHECKOUT DATE] AT [PROPERTY]

Please share your favorite moments 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 Ritz-Carlton

FARM-TO-TABLE CUISINE AT M BISTRO

New Orleans: Discover our menu featuring organic, seasonal produce from farms across the south.

DISCOVER >

ritzcrlton



♥ Q 1

#RCMEMORIES

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

SEE MORE #RCMEMORIES >

Personalized

yes

Personalized Modules

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

Recent Stay(s):

[CHECK-IN DATE] TO [CHECKOUT DATE] AT [PROPERTY]

Please share your favorite moments with us on Instagram.

 [SHARE #RCMEMORIES >](#)

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Enhance your stay in [City] with local activities and experiences.

[PLAN YOUR VISIT >](#)

At Your Local Ritz-Carlton

FARM-TO-TABLE CUISINE AT M BISTRO

New Orleans: Discover our menu featuring organic, seasonal produce from farms across the south.

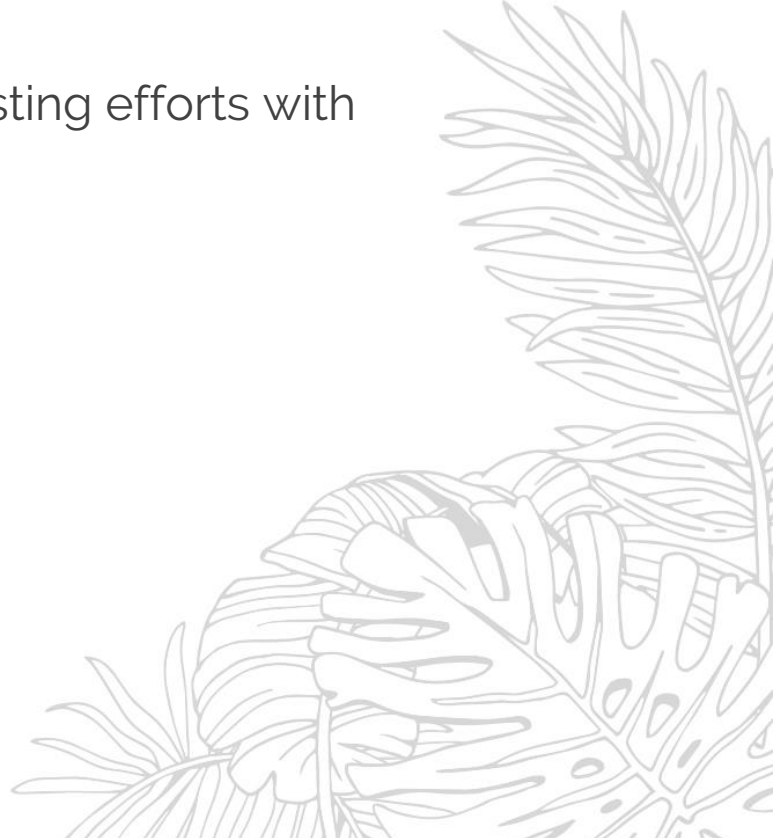
[DISCOVER >](#)

Opportunity: Employ an enhanced **Test & Learn** Program

- ✓ Identifies learning opportunities and aligns testing efforts with overall goals and objectives

Approach

- Develop Learning Agenda
- Align agenda with messaging calendar



Components of a Test and Learn Program

Learning Agenda

Define on-going learning opportunities against key business initiatives

Learning Roadmap

Rolling 6-12 month roadmap of prioritized learning opportunities

Test Strategy

Defined testing strategy and approach to gain specific learning

Results & Review

Results and learnings of tests by campaign

Learning Log

Centralized log of all captured learnings and supporting test results

Learning Library

Extensive archive of learnings – accumulation of presentations

└── Campaign level ─┘

Getting Started...

Learning Agenda Category	Initiative / Business Objective	Key Questions
Personalization	<ul style="list-style-type: none"> Drive 1:1 relevance in a way that is in line with luxury brand experience 	<p>What are the effects of personalization?</p> <p>Could personalization drive an aggregate, cumulative effect on overall engagement?</p>
Segment-specific Content	<ul style="list-style-type: none"> Drive 1:1 relevance in a way that is in line with luxury brand experience Maintain/improve KPIs for key CRM segments 	<p>How does content that is specifically tailored to key segments (Sun Seekers, Well Travelled Exec and Celebrators) impact their engagement and booking behavior?</p>
Moments	<ul style="list-style-type: none"> Support loyalty affiliations effectively Drive 1:1 relevance in a way that is in line with luxury brand experience 	<p>Which Moments category does The Ritz-Carlton audience show the most affinity for?</p> <p>Are there any trends which can be leveraged to inform future selections for inclusion in the newsletter?</p>
Message Length/Depth	<ul style="list-style-type: none"> Maintain an engaged audience Optimize brand communication experience 	<p>How do engagement rates differ when we send a longer message vs. a shorter message? (more articles/fewer articles)</p>

Next Steps:

- Align on areas of learning to develop a Learning Agenda
- Identify Test & Learn opportunities as a component of campaign strategies
- Capture key learnings as part of Quarterly Reviews and begin archiving in a Learning Library

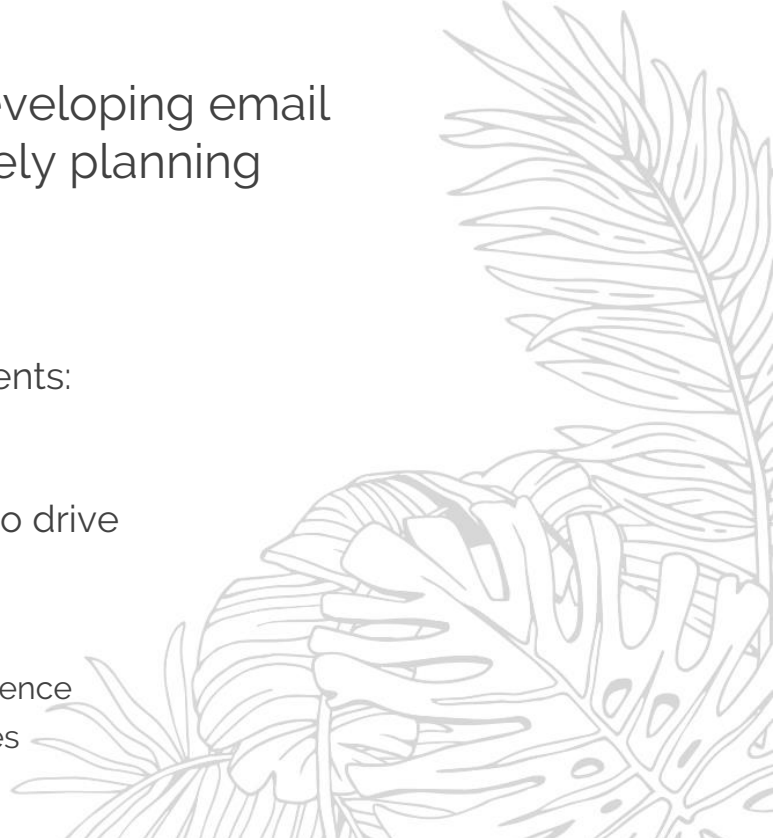
Opportunity: Establish regular **Strategy and Content review and planning sessions**

- ✓ Enables a thoughtful, editorial approach to developing email strategy and content through regular and timely planning

Approach

A typical quarterly session often includes the following elements:

- Review: Draw insights from the quarter's performance
- Learn and Adapt: Align on findings from Learning Agenda to drive messaging strategy and further testing
- Plan: Leverage the insights and learnings to –
 - Develop strategies to optimize email communications and experience
 - Align on content calendar and how to support key brand initiatives



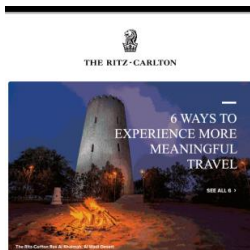
Next Steps:

- Schedule quarterly planning and review sessions
- Align on process and cadence for checking-in between quarterly sessions

Appendix



March Newsletter



Magical moments await. Jamie. Practice the ancient art of Tai Chi in Beijing, contribute to the restoration of Lake Tahoe's native sugar pine trees or help protect hundreds of baby sea turtles as they find their new home in Cancun.



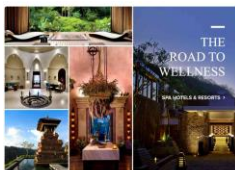
In a city known for reinventing itself, Berlin's vibrant and imaginative food scene boasts everything from sidewalk noon and pops to exquisite Michelin-starred restaurants like Tim Raue, which sources herbs from local, urban farms.



As travel doesn't have to be unrelenting, explore our collection of tips for a comfortable and relaxing flight to help you make the most of your time in the friendly skies en route to your next adventure.



Explore some of the world's most cinematic destinations through inspirational stories of romance, glamour and mystery set in five of our spectacular suites.



Devote your spirit with ocean-inspired therapies on Anella Island, a soothing gentleness energy ritual in Dove Mountain, or a tranquility yoga class under the light of the full moon in Philly Bay.



The Ritz-Carlton is thrilled to announce our new partnership with the

The Ritz-Carlton is thrilled to announce our new partnership with the award-winning Phoenix Life hotel, set to launch in 2024. Stay tuned for opportunities to get closer and go deeper with our day experiences.



With Marriott Bonvoy Moments and The Ritz-Carlton, there are infinite possibilities to discover — including wellness retreats, dining experiences, and leading Mercedes-AMG Petronas Motorsport experiences, and more.



Each Ritz-Carlton property has its own mission to honor its area's traditions. At The Ritz-Carlton, Langham, we devote guests to the most every Thursday or Friday to offer a sense of thanks to the one who feeds them.

[FIRST LAST SEVEN] RESERVATION HISTORY:

Recent History
 (CHECK-IN DATE) (CHECK-OUT DATE) (PROPERTY)
 (Check-in and check-out dates are subject to change.)
 (Check-in and check-out dates are subject to change.)

Upcoming Travel
 (CHECK-IN DATE) (CHECK-OUT DATE) (PROPERTY)
 (Check-in and check-out dates are subject to change.)
 (Check-in and check-out dates are subject to change.)


At Your Local Ritz-Carlton FARM-TO-TABLE CUISINE AT M BISTRO

Our Farm-to-Table menu is a new breakfast experience, inspired by local farm-to-table produce.

DISCOVER >

The Ritz-Carlton





THE RITZ-CARLTON
REWARDS

Member Email
[Account Member XXXXXXXXXX](#)

WELCO
Points

RSI
My Ritz-Carlton

[RED EARTH](#)

EXPLORE
GEORGETOWN,
NANTUCKET I.S.C.

MY BOOKING
MAY 1


OK

CHOOSE YOUR TRIP

A YEAR OF SPECTACULAR MOMENTS

This year, plan a stay at The Ritz-Carlton to create a new tradition or experience a new culture.

[RESERVE](#)




DESTINATIONS CHOSEN FOR YOU:

[Charlotte >](#)[Naples Golf >](#)[Cancun >](#)

[Reserve now at \[RitzCarlton.com\]\(#\) for our best rates. >](#)

MEMBER UPDATES:


FPO



DISCOVER THE SOUL OF BARCELONA

Writer is the perfect time to indulge in a perfectly curated Barcelona vacation.


RESERVE



UNFORGETTABLE FLORIDA MOMENTS

Wreck off the heat with white sand and enjoy our thoughtfully designed suites.

DISCOVER




JOURNEY

THAT YOU WON'T FORGET

CELEBRATE THE SUN

Create memories at these seven tropical destinations bathed in sunshine and just waiting to be explored.

READ MORE



MAKE THE MOST OF YOUR TRIP

Lounge poolside from your private cabana or glide through the water on a stand up paddle board.

EXPLORE

yes