



THE RITZ-CARLTON

Q3 2019 Email Program Review

November 14, 2019

Yes

MEETING AGENDA

Quarterly Review

- Key Storylines
- Performance Overview
- Newsletter & Solo Engagement
- Testing & Optimization
- Actionable Insights
- Learning Agenda Updates
- YTD Newsletter Highlights

2020 Newsletter Brainstorm

- Discuss ideas for optimizing email in 2020

KEY STORYLINES

- Q3 2019 email engagement was up across all channel KPIs QoQ, which was mostly due to August having above average performance
- Financials were down by 20% for the quarter, which was tied to below average revenues from September eNews
- Well timed articles tied to key travel-related energy moments are successful at capturing clicks
- Learnings show that a branded subject line approach consistently wins; use learnings to drive future optimization to lift open rates even higher

PERFORMANCE SUMMARY

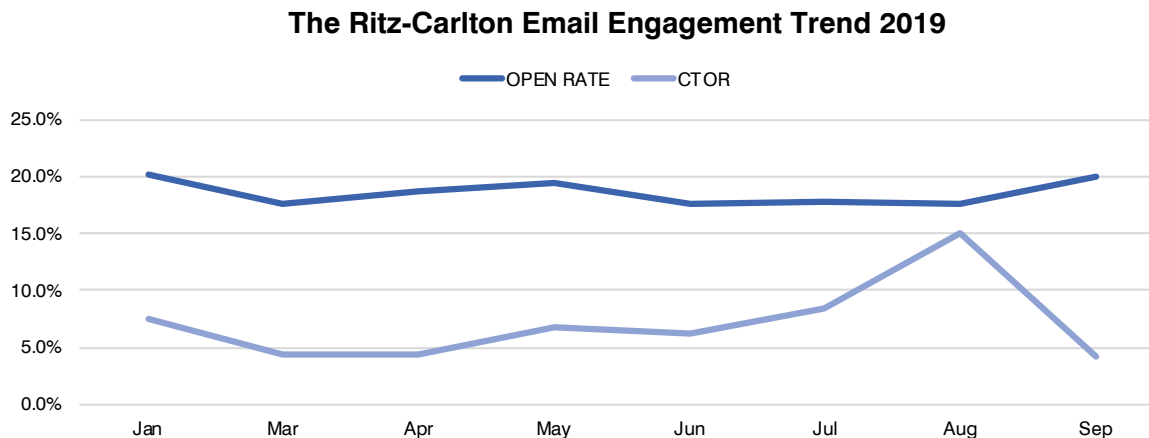
Q3 2019 EMAIL PERFORMANCE SUMMARY

- With delivered counts down 2.5% QoQ, open and click rates remained steady QoQ
- August boosted quarterly metrics with high performing beach article that drove a 14% CTOR, a YTD high
- Financials impacted by low engagement with Sept eNews (lowest open rate YTD which trickled down negatively on other KPI's); additional Sept solo helped email KPIs, but did not generate enough revenue to make up for newsletter lows

Engagement	9.9 M	18.9%	1.4%	7.5%	0.18%
	Emails Delivered -2.5% QoQ (-253.1 K)	Open Rate +0.1 pts QoQ	CTR +0.3 pts. QoQ	CTOR +1.4 pts QoQ	Unsubscribe Rate -0.02 pts QoQ
Financials	1.2 K	2.7 K	\$573.4 K	\$0.06	0.8%
	Bookings -19.3% QoQ (-276)	Room Nights -20.1% QoQ (-673)	Revenue -22.2% QoQ (-\$163.2 K)	Revenue/Delivered -20.2% QoQ	Conversion -0.4 pts QoQ

Q3 2019 EMAIL ENGAGEMENT TRENDS

- Open rate trends are steady MoM; exploring other tactics to continue lifting engagement
- CTORs have increased since April; visible spike from beach content in August eNews, but rate dropped in Sept from a low interest in the 'Cities After Dark' theme; leverage top articles and key energy moments to inform monthly themes

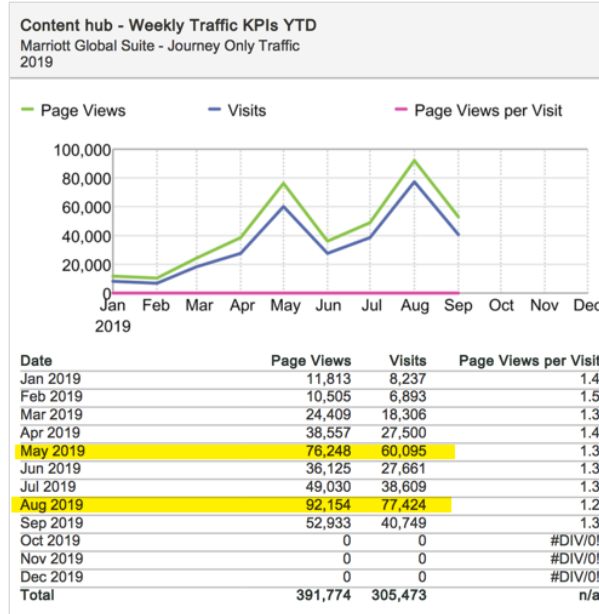


HIGHEST JOURNEY TRAFFIC YTD 2019

Beach content was featured in May and August 2019 eNews hero modules

Engagement drove record high Journey traffic in just the first few days post-deployment

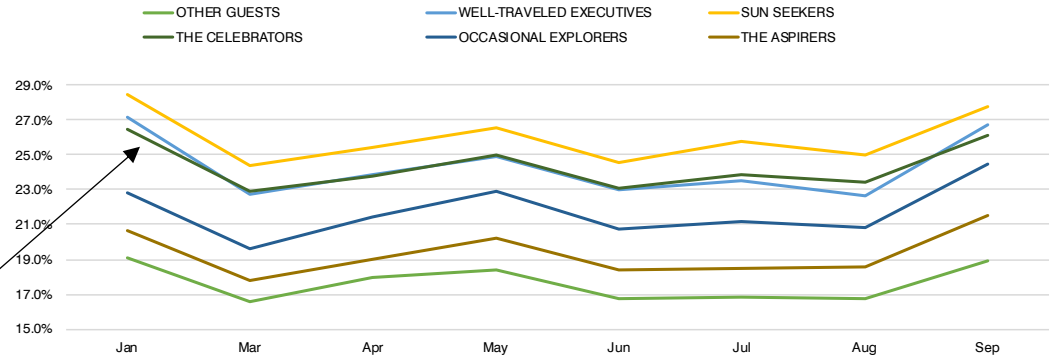
Report date: Sept 30, 2019



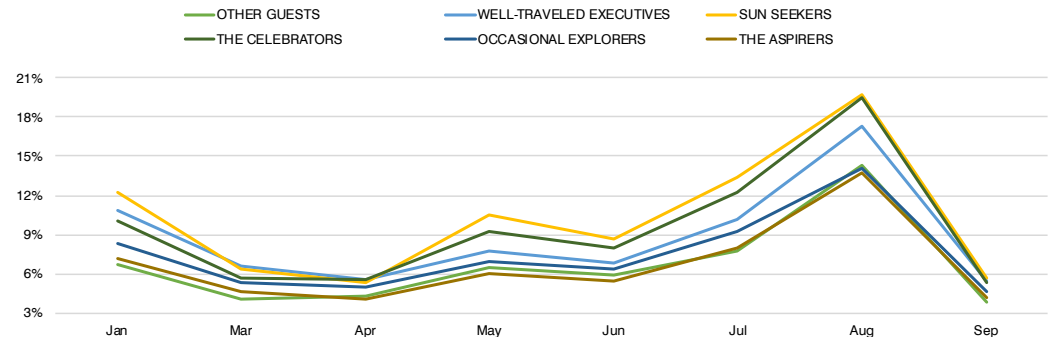
Q3 2019 TRENDS BY CRM SEGMENTS

- Consistent open and CTO rate patterns across all CRM segments MoM which means content generated the same reaction from all segments
- **Sun Seekers** have the highest open and CTO rates MoM
- **Celebrators** & **WTE** open rates are closely aligned each month
- Consider expanding CRM personalization tactics into other copy areas to lift engagement
 - Pre-header text
 - Hero module
 - Hotel Spotlight

The Ritz-Carlton 2019 Open Rate Trends:
CRM Segments



The Ritz-Carlton 2019 CTO Trends:
CRM Segments



Q3 2019 CRM PERFORMANCE DASHBOARD

QoQ KPI increases across all segments; July eNews led the way to financial gains for The Aspirers (42% of Q3 bookings)

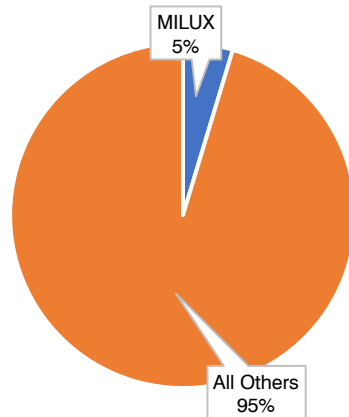
	OTHER		WTE		SS		CEL		OCC EX		ASP		ALL SEGMENTS	
	Q3	vs. Q2	Q3	vs. Q2	Q3	vs. Q2	Q3	vs. Q2	Q3	vs. Q2	Q3	vs. Q2	Q3	vs. Q2
DELIVERED	8.34 M	-2.0%	396.9 K	-1.1%	345.5 K	-5.6%	329.5 K	-3.4%	320.9 K	-7.2%	161.2 K	-10.9%	9.89 M	-2.5%
OPEN	1.49 M	-1.9%	99.0 K	+2.3%	92.0 K	-2.4%	82.2 K	-0.3%	73.2 K	-3.6%	32.3 K	-8.1%	1.87 M	-1.8%
OPEN%	17.9%	0.0 pts	25.0%	+0.8 pts	26.6%	+0.9 pts	25.0%	+0.8 pts	22.8%	+0.8 pts	20.1%	+0.6 pts	18.9%	+0.1 pts
CLICK	104.9 K	+20.3%	8.9 K	+31.6%	9.7 K	+17.6%	8.2 K	+24.2%	5.6 K	+16.0%	2.3 K	+19.5%	139.7 K	+20.8%
CTR	1.26%	+0.2 pts	2.25%	+0.6 pts	2.82%	+0.6 pts	2.50%	+0.6 pts	1.75%	+0.3 pts	1.41%	+0.4 pts	1.41%	+0.3 pts
CTOR	7.03%	+1.3 pts	9.02%	+2.0 pts	10.59%	+1.8 pts	10.01%	+2.0 pts	7.66%	+1.3 pts	7.04%	+1.6 pts	7.47%	+1.4 pts
UNSUB%	0.19%	-0.02 pts	0.13%	0.00 pts	0.14%	-0.01 pts	0.12%	-0.01 pts	0.16%	0.00 pts	0.19%	-0.02 pts	0.18%	-0.02 pts
BOOKINGS	882	-21.4%	88	-21.4%	66	-20.5%	62	-4.6%	32	-3.0%	24	+60.0%	1.2 K	-19.3%
RMNTS	2.0 K	-22.3%	251	-16.6%	187	-15.4%	156	-13.3%	52	-40.9%	66	+100.0%	2.7 K	-20.1%
REV/DEL	\$0.05	-20.2%	\$0.16	-8.9%	\$0.13	-41.4%	\$0.12	-12.4%	\$0.03	-53.8%	\$0.13	+149.4%	\$0.06	-20.2%
REVENUE	\$393.4 K	-21.9%	\$62.7 K	-9.9%	\$45.0 K	-44.7%	\$41.1 K	-15.4%	\$10.4 K	-57.2%	\$20.8 K	+122.1%	\$573.4 K	-22.2%

Q3 2019 TRENDS BY STAYER TYPE

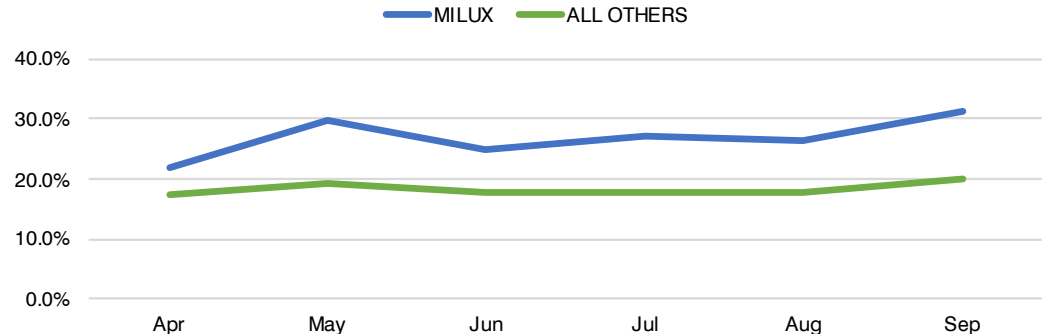
LUXURY STAYER (MILUX) VS. ALL OTHER SEGMENTS

- eNews audience expanded in April '19 ; this new segment is called MILUX and includes other luxury brand stayers, plus customers with a household income of >\$150K
- Engagement trends higher for MILUX than the rest of the email audience; deeper analysis is needed to understand their luxury brand mix

**Average # of Delivered Emails Each Month:
MILUX vs. All Others**



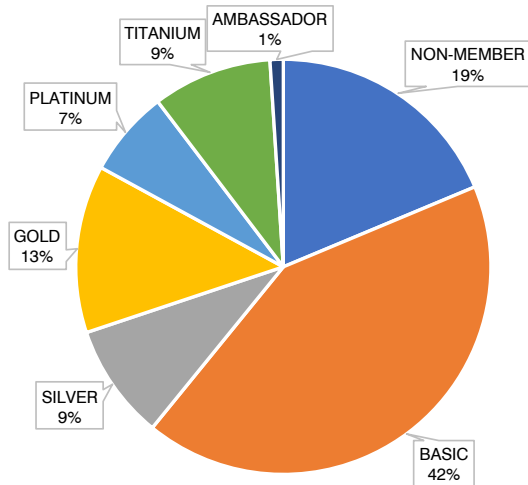
**The Ritz-Carlton 2019 Open Rate Trends:
MILUX vs. All Others**



Q3 2019 TRENDS BY BONVOY MEMBER LEVELS

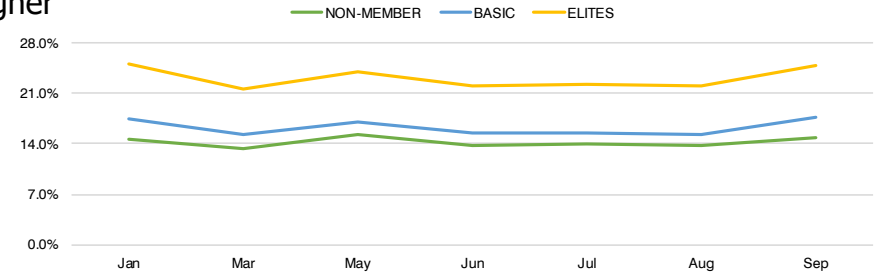
- Audience mix: 42% Basic, 39% Elites, and 19% Non-Members
- Basic & Non-Member open and CTO rates are closely aligned and drive overall quarterly results; their Q3 metrics were higher compared to Bonvoy Q3 metrics

Average # of Delivered Emails Each Month:
Bonvoy Member Levels

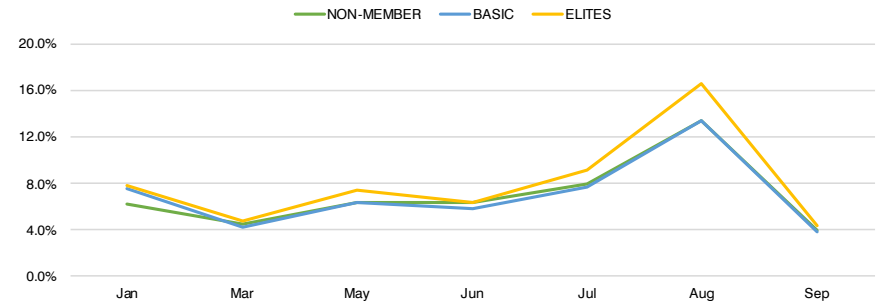


*No Feb email due to Bonvoy launch

The Ritz-Carlton 2019 Open Rate Trends:
Bonvoy Member Levels



The Ritz-Carlton 2019 CTOR Trends:
Bonvoy Member Levels



Q3 2019 ENGAGEMENT BY BONVOY MEMBER LEVELS

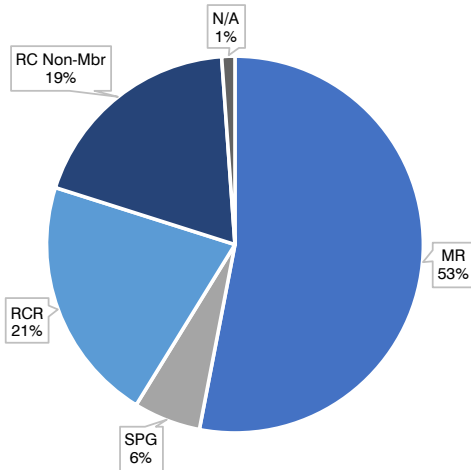
- Overall, the TRC Q3 2019 email KPIs were higher than Bonvoy Q3 emails
- Engagement varied by member level
 - Non-Members and Basic members have a significantly higher response rate to TRC emails vs. Bonvoy
 - Elite engagement varies as levels go up
- Deeper dive is needed to understand TRC audience mix in Bonvoy

	TRC Q3 '19	NON-MEMBER	BASIC	SILVER	GOLD	PLATINUM	TITANIUM	AMBASSADOR	
Open Rate	Ritz-Carlton Q3 '19	18.9%	14.4%	16.6%	20.5%	23.3%	25.2%	25.5%	26.5%
	Bonvoy Q3	15.3%	11.6%	12.7%	18.3%	22.1%	25.5%	27.4%	28.8%
	+/- Difference	+3.6 pts	+2.7 pts	+3.8 pts	+2.2 pts	+1.2 pts	-0.3 pts	-1.8 pts	-2.4 pts
CTR	Ritz-Carlton Q3 '19	1.4%	1.0%	1.1%	1.5%	1.8%	2.2%	2.2%	2.2%
	Bonvoy Q3	1.1%	0.37%	0.76%	1.4%	1.9%	2.6%	2.8%	3.0%
	+/- Difference	+0.3 pts	+0.6 pts	+0.4 pts	+0.1 pts	-0.2 pts	-0.3 pts	-0.6 pts	-0.8 pts
CTOR	Ritz-Carlton Q3 '19	7.5%	7.1%	6.8%	7.4%	7.6%	8.8%	8.7%	8.3%
	Bonvoy Q3	7.0%	3.2%	6.0%	7.7%	8.8%	10.0%	10.3%	10.5%
	+/- Difference	+0.5 pts	+3.9 pts	+0.8 pts	-0.3 pts	-1.1 pts	-1.2 pts	-1.6 pts	-2.2 pts
Unsub.	Ritz-Carlton Q3 '19	0.18%	0.22%	0.19%	0.17%	0.17%	0.15%	0.13%	0.19%
	Bonvoy Q3	0.22%	0.71%	0.21%	0.10%	0.08%	0.04%	0.03%	0.04%
	+/- Difference	-0.03 pts	-0.49 pts	-0.02 pts	+0.07 pts	+0.09 pts	+0.11 pts	+0.10 pts	+0.15 pts

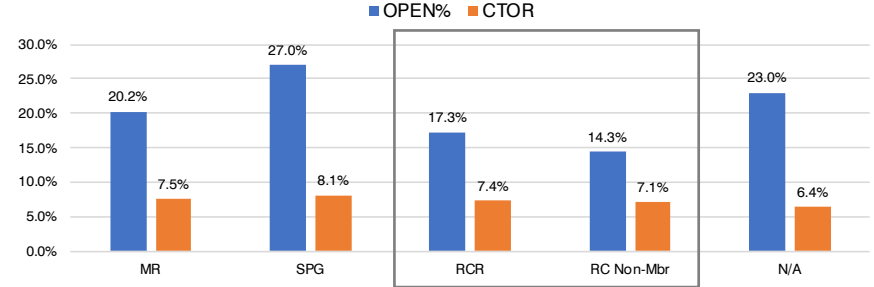
PREVIOUS PROGRAM AFFILIATION ENGAGEMENT

- 40% of Q3 2019 TRC emails were sent to previous RCR Members & RC Non-Members
- RCR/RC KPIs were lower than MR/SPG; possible reflection of getting more emails than before under Bonvoy
- Consider creating more email opportunities for TRC (i.e. solos, triggers) to increase branded communication frequency – current cadence may not be enough

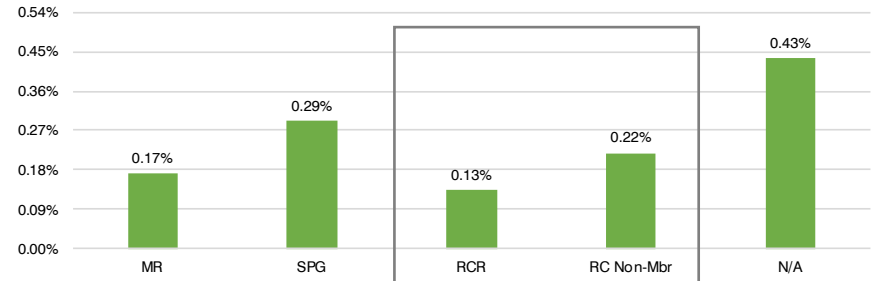
Q3 2019 Delivered Emails:
Previous Program Affiliation



Open and CTO Rate Engagement:
Previous Program Affiliation



Unsubscribe Rate:
Previous Program Affiliation



Q3 2019 MONTHLY PERFORMANCE

- July and August had eNews deployments only, and Sept included the F1 Solo along with eNews
 - Subject line optimization strategies were used for each mailing
 - Consider sending additional emails (solos and/or triggers) to targeted audiences so that a consistent communication frequency is maintained
- August CTOR of 14.9% and booking financials were the highest YTD for the newsletter
 - Beach content drove email and website engagement YTD records
 - Consider as re-usable content in 2020
- F1/Club Level solo engagement drove September performance; open rate was +7 pts. higher than eNews and it drove 60% of monthly financials

	JUL	AUG	SEP
Sent	2.6 M	2.3 M	5.2 M
Delivered	2.5 M	2.6 M	5.1 M
Delivery%	97.9%	97.7%	98.0%
Opens	451.7 K	397.3 K	1.0 M
Open Rate	17.8%	17.6%	20.0%
Clicks	34.0 K	59.4 K	24.3 K
CTR	1.5%	2.6%	0.8%
CTOR	8.4%	14.9%	4.1%
Unsub	4.5 K	3.7 K	9.9 K
Unsub Rate	0.18%	0.16%	0.19%
Bookings	303	470	382
Room Nts.	692	980	996
Revenue	\$152.9 K	\$210.6 K	\$209.7 K
Rev./Del.	\$0.06	\$0.09	\$0.04
Conv. Rate	0.8%	0.8%	0.9%

NEWSLETTER PERFORMANCE

Q3 2019 NEWSLETTER vs. BASELINE

- 3-month eNews baseline was created using March thru May performance data
- Q3 '19 open rate avg. was down 1.3 pts compared to 3-month baseline
 - Plans are being developed to use subject line & pre-header optimization learnings to enhance future approach & tactics
- CTR and CTOR rate increases were mostly from July and Aug eNews; Sept email KPIs were below baseline

eNews Metrics	Q3 2019	3-Month Baseline	Difference
Open Rate	17.2%	18.5%	-1.3 pts
CTR	1.6%	1.3%	+0.3 pts
CTOR	9.5%	6.9%	+2.6 pts

Baseline Reporting period: March – May 2019

JULY 19th NEWSLETTER

THEME: Escape the City

17.8%

Open Rate
+0.2 pts. MoM

8.4%

CTOR
+2.3 pts. MoM

0.18%

Unsub. Rate
0.00 pts. MoM

\$153K

Revenue
-1.9% MoM

692

Room Nights
-3.9% MoM

Subject Line: INSIDE THE RITZ-CARLTON: 4 Soothing Resorts

Pre-Header: ALSO: Beach vacations, Portugal's hidden gem, and Northern Europe by yacht.



Take a deep breath and enjoy life's little moments at one of four exceptional resorts. Discover the ultimate peace and tranquility in Oaxaca, soak up the southern charm (beachside in Savannah), indulge in the natural beauty and serenity of the ocean in Ometepe, or tap into the healing properties of the desert in Rancho Mirage.



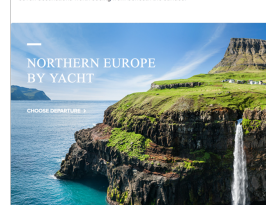
Go behind the scenes and see how the Asprey trolley was created. Made exclusively for The Ritz-Carlton, the silver-plated and tempered glass trolley draws inspiration from bar designs from the 1920s and 1930s, and will be rolling into Ritz-Carlton hotels around the world offering regionally-crafted cocktails as well as classic favorites.



Rather than spend your next vacation relaxing at the ever-changing shores of the sea from the sandy shores, try an underwater adventure and explore colorful marine life or ancient shipwrecks around the world. Read our guide and discover seven destinations each offering something new beneath the surface.



Add a touch of luxury to your daily routine with the Asprey Purple Water collection. Made with the finest essential oils, a fresh mix of citrus and spicy notes creates a wonderful depth of fragrance you will return to again and again.



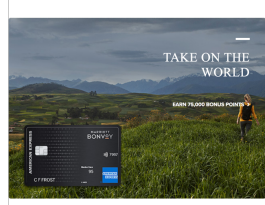
Set sail for once-in-a-lifetime experiences and remote destinations best seen by yacht. Immerse yourself in history and discover the world's most breathtaking, best kept secrets on a Northern European voyage with The Ritz-Carlton Yacht Collection.



Go behind the scenes and see how the Asprey trolley was created. Made exclusively for The Ritz-Carlton, the silver-plated and tempered glass trolley draws inspiration from bar designs from the 1920s and 1930s, and will be rolling into Ritz-Carlton hotels around the world offering regionally-crafted cocktails as well as classic favorites.



Celebrate Florida's rich farming and citrus history at The Ritz-Carlton Orlando, Grande Lakes. Explore the lush, tropical gardens surrounding the property and feast on the bounty of the Sunshine State at Highball & Harvest, a farm-to-table dining concept that sources ingredients from the hotel's on-site gardens.



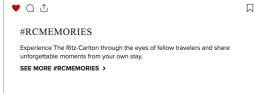
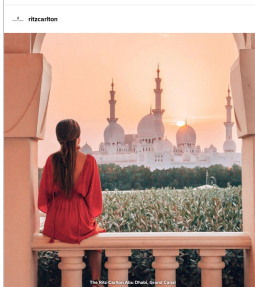
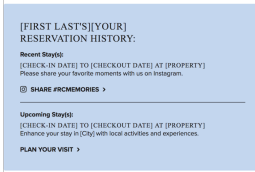
Earn 75,000 bonus points with the Marriott Bonvoy Brilliant™ American Express® Card after you use your new Card to make \$3,000 in purchases in the first 3 months from account opening. Terms apply.



There's nothing quite like the power of pillow-soft white sand and crystal-clear turquoise water to soothe the soul. Our collection of seaside resorts provides the perfect setting for the ultimate relaxing getaway.

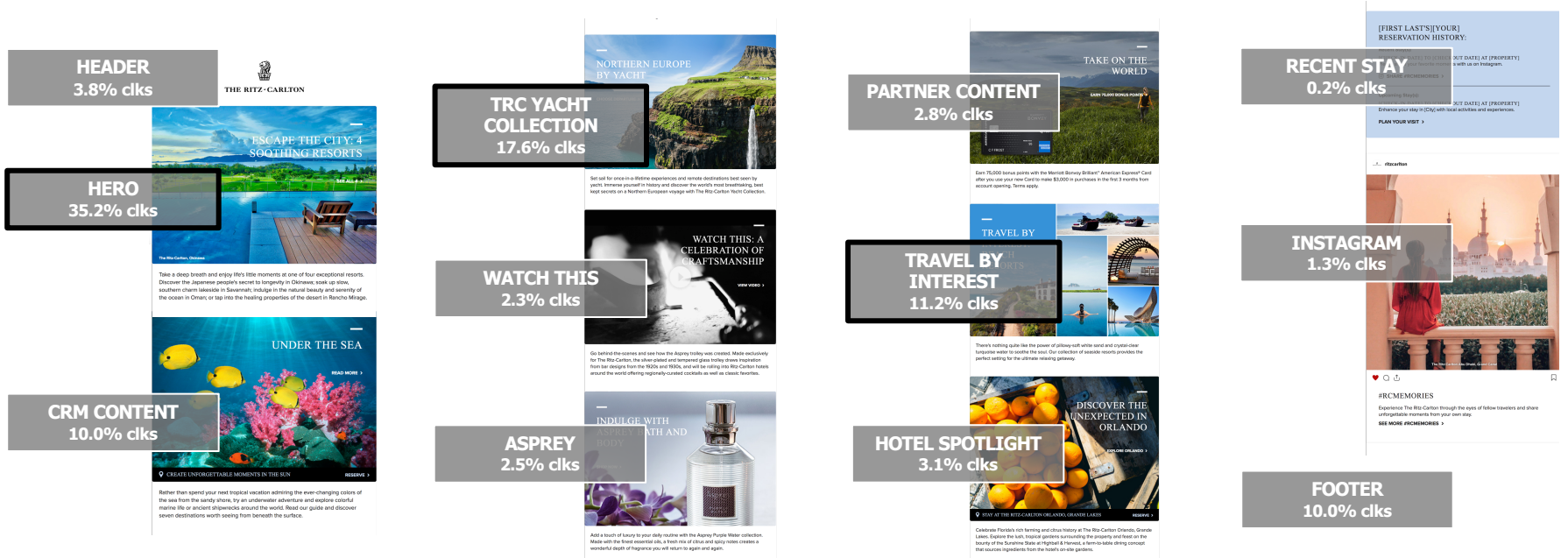


Celebrate Florida's rich farming and citrus history at The Ritz-Carlton Orlando, Grande Lakes. Explore the lush, tropical gardens surrounding the property and feast on the bounty of the Sunshine State at Highball & Harvest, a farm-to-table dining concept that sources ingredients from the hotel's on-site gardens.



JULY NEWSLETTER: HEATMAP

- The Northern Europe by Yacht article generated 18% of clicks and pulled engagement from the Hero (35% of clicks)
- Travel by Interest article on beach resorts was the 3rd most clicked in July and in top 10 for the quarter
- Continue beach message in 2020; consider creating a summer beach series (June – Aug) to capitalize on engagement lifts longer



AUGUST 16th NEWSLETTER

THEME: Lake and River Beaches

17.6%

Open Rate
-0.2 pts. MoM

14.9%

CTOR
+6.5 pts. MoM

0.16%

Unsub. Rate
-0.01 pts. MoM

\$211K

Revenue
+37.7% MoM

980

Room Nights
+41.6% MoM

Subject Line: 5 MUST-SEE LAKE BEACHES

Pre-Header: Also, Tokyo behind-the-scenes, an interview with Lewis Hamilton and more.



You don't need to journey to distant oceans to experience beachside bliss, some of the world's best beaches can be found lakeside. Discover a few of the most breathtaking spots to spread out your towel — like the cobalt blue water of Lake Geneva or the bracing water of Lake Michigan.



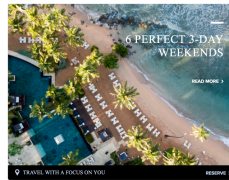
As a Ritz-Carlton Residence Owner, indulge in spa treatments in Miami or a memorable wine tasting package in Santa Barbara. To take advantage of these exclusives, plus other services available through your hotel Reservation Service, continue to the private Owner's page.



Watch how one family at The Ritz-Carlton, Tokyo, reminisces their recent stay with a surprise for their two children who were nervous about attending a response memoranda article, resulting in food memories and new friends. Every stay at The Ritz-Carlton, our Ladies and Gentlemen are focused on making your stay memorable.



"We hope to have a video that helps our guests recall memories from their stay at The Ritz-Carlton Tokyo, even after their stay ends. These memories live forever in their hearts."



There's nothing like a long-weekend getaway to rest and recharge the soul. Whether your idea of relaxation involves sun-soaked sandy beaches, a round or two of golf, or enjoying local history, these are destinations for the road.



Go behind-the-scenes with World Champion Lewis Hamilton on this exclusive interview at the Grand Prix in Montreal, where he placed first. The Ritz-Carlton and Mercedes-AMG Petronas Motorsport have teamed up to bring you exclusive near-day experiences throughout the season.



Enjoy the relaxed pace of an Adirondack Coast journey with The Ritz-Carlton North Collection, when nature comes alive in vivid color during the autumn months. Your private yachts provide unparalleled views of picturesque shores in their most splendid season.



Enjoy the quiet beauty and calming waters at your next lakeside retreat. Visit Lake Champlain on the outskirts of Atlanta where you'll find farm-to-table dining, head to Lake Tahoe and to your heart's content in a hiking adventure, or visit Geneva Lakes in Ontario and surround yourself with 500 acres of natural woodlands.



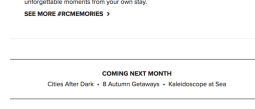
Each day at sunset at The Ritz-Carlton, Dove Mountain, a Native American flutist plays through his procedures with a hauntingly beautiful performance. This concert takes place in the foothills of the Tortolita Mountains and within the Sonoran Desert region — in a place where wellness, adventure and culinary pleasures take center stage, and where the spirit of the area's native Hohokam life is ignited.



Recent Stay(s): AT [PROPERTY] Please share your favorite moments with us on Instagram.



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



Cities After Dark • Autumn Getaways • Kaleidoscope at Sea

AUGUST 16th NEWSLETTER

- Beach resorts hero article generated 56% of email clicks; it was the most clicked article YTD
- Targeted Residence owner article generated 25% of clicks for that segment, which pulled from hero (41% of clicks)
- 19% of clicks on 3-day weekend CRM article; record high for that section; continue featuring articles around key energy moments

Shown to Residence Owners

HEADER
3.8% clks

HERO
56.2% clks

RESIDENCE OWNERS
0.1% clks (overall)
25% clks (Residence Owner segment)

You don't need to journey to distant oceans to experience beachside bliss; some of the world's best beaches can be found inland. Discover a host of the most breathtaking spots to spread out your towel – but the cobalt-blue water of Lake Geneva or the turquoise water of Lake Michigan.

As a Ritz-Carlton Residence Owner, indulge in spa treatments in Miami or a memorable wine tasting package in Santa Barbara. To take advantage of these exclusives, plus other services available through your Hotel Reservation Service, continue to the greater Overview page.

HOTEL SPOTLIGHT
2.5% clks

EXPERIENCE CANADA & NEW ENGLAND BY YACHT

Each day at sunset at The Ritz-Carlton, Dove Mountain, a Native American Pueblo stays vibrant to the ancients with a hauntingly beautiful performance. This desert oasis – located in the foothills of the San Bernardino and within the Orange Desert region – is a place where wellness, adventure and culinary pleasure take center stage, and where the spirit of the great Native American tribe is palpable.

BEHIND THE SCENES
0.8% clks

TRAVEL BY INTEREST
5.4% clks

CRM CONTENT
19.2% clks

PERFECT 3-DAY WEEKENDS

There's nothing like a long weekend getaway to most and recharge the soul. Whether your idea of relaxation involves sun-drenched sandy beaches, a round of golf, or exploring local history, there is an destination for you.

WATCH THIS
1.3% clks

15 QUESTIONS WITH

Go behind the scenes with World Champion Lewis Hamilton on his exclusive interview at the Grand Prix in Monaco, where he placed 1st. The Ritz-Carlton and Mercedes-AMG Petronas Motorsport have teamed up to bring you exclusive race-day experiences throughout the season.

TRC YACHT COLLECTION
4.7% clks

TRAVEL BY INTEREST
5.4% clks

TRC YACHT COLLECTION
4.7% clks

Enjoy the relaxed pace of an Atlantic Coast journey with The Ritz-Carlton Yacht Collection, when nature comes alive in vivid color during the autumn months. Your private terrace provides unparalleled views of picturesque shores in their most splendid season.

TRAVEL BY INTEREST
5.4% clks

Enjoy the quiet beauty and calming waters at your next lake-side retreat. What Lake Ontario on the outskirts of Atlanta where you'll find farm-to-table dining, head to Lake Tahoe and try your hand at a fishing adventure, or visit Geneva Lakes in Chicago and surround yourself with 300 acres of natural overgrowth.

HOTEL SPOTLIGHT
1.0% clks

THE SUNSET FLUTIST

UPCOMING/RECENT STAY
0.1% clks

YOUR HISTORY:

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

PLAN YOUR VISIT >

INSTAGRAM
1.0% clks

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

SEE MORE #RITZCARTONS >

COMING NEXT MONTH

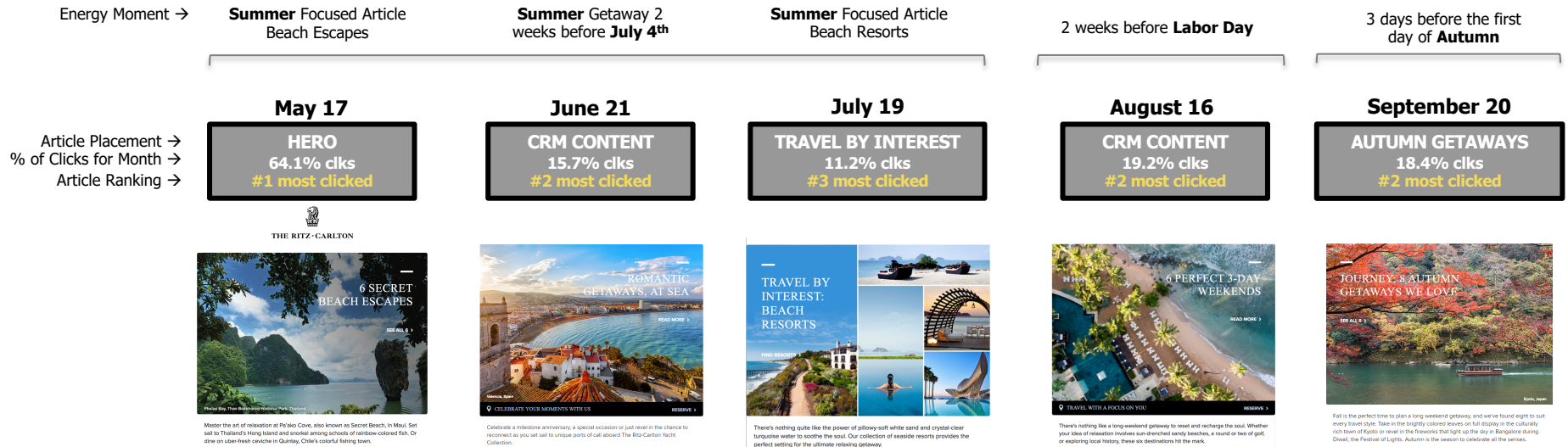
Clubs After Dark • Autumn Getaways • KineticScope at Sea

FOOTER
5.5% clks

LET'S TAKE A LOOK

YTD 2019 ENERGY MOMENTS

- Readers are engaging with articles timed perfectly around travel-related energy moments: summer, holiday weekends, autumn
- Regardless of placement, article clicks were in the top 3 most clicked for their respective months
- Use learnings to plan 2020 content calendar; adjust email dates if necessary



SEPTEMBER 20th NEWSLETTER

THEME: Cities After Dark

16.3%

Open Rate
-1.4 pts. MoM

5.5%

CTOR
-9.4 pts. MoM

0.16%

Unsub. Rate
0.00 pts. MoM

\$82K

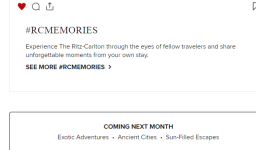
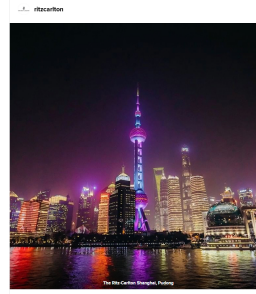
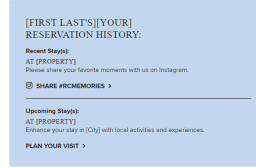
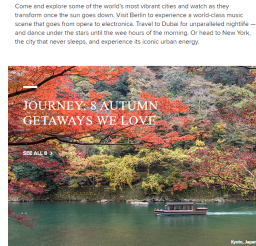
Revenue
-60.9% MoM

434

Room Nights
-55.7% MoM

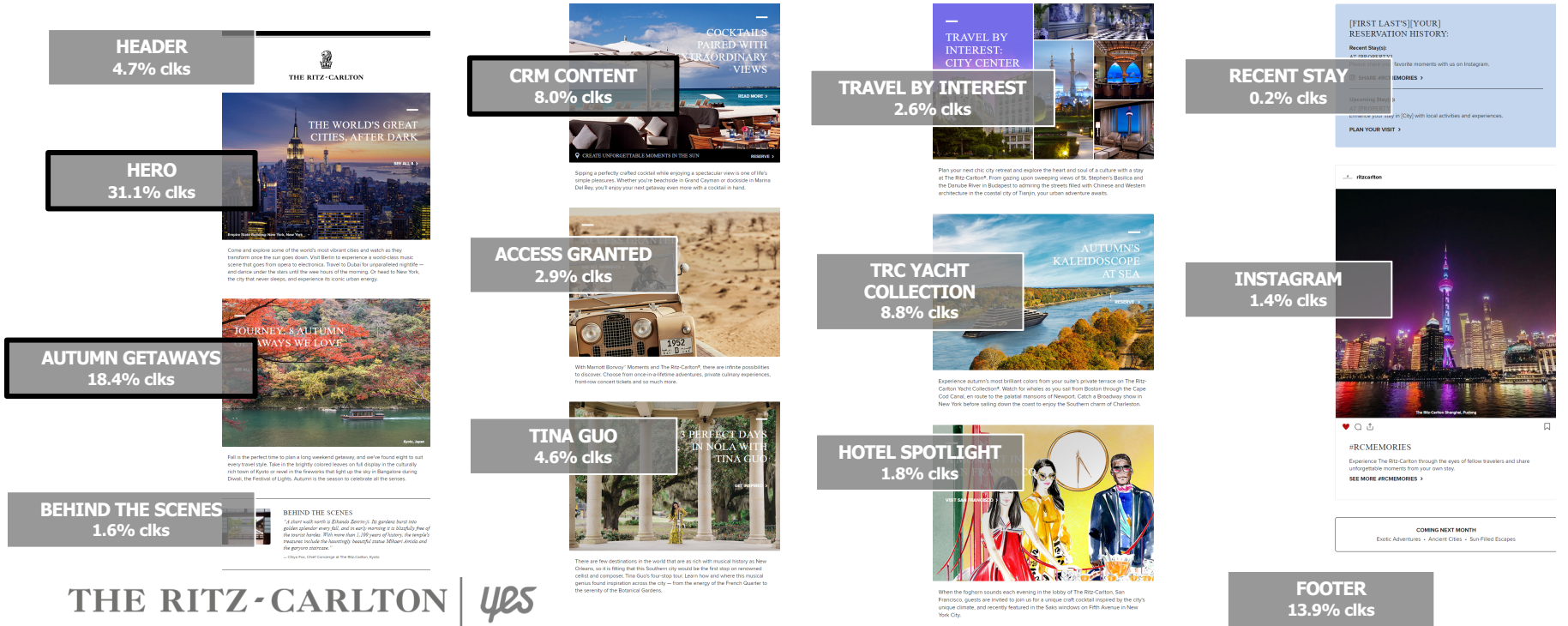
Subject Line: INSIDE THE RITZ-CARLTON: The World's Great Cities, After Dark

Pre-Header: Also, 8 autumn getaways, 3 perfect days in New Orleans, and 1 moment in San Francisco.



SEPTEMBER 20th NEWSLETTER

- Overall email engagement was down across all KPIs compared to other months; less of a threaded theme throughout email
- Hero drove only 31% of clicks, but Autumn Getaways and Behind the Scenes caught lost hero clicks, as well as CRM Content
- Recommend continuing approach from previous months that included a stronger, consistent theme throughout



TOP 10 ARTICLES: Q3 2019

- Articles that were focused on broad topics made the top 10 most clicked this quarter
- Continue leveraging these broader messages in 2020: beach, resorts, getaways, golf and touring by yacht

	Article Title	Month	Section	Clicks
1	5 Glamorous Lake Beaches	Aug	Hero	40.0 K
2	Escape The City: 4 Soothing Resorts	Jul	Hero	16.6 K
3	6 Perfect 3-day Weekends	Aug	Middle Offers	11.0 K
4	The World's Great Cities, After Dark	Sep	Hero	9.7 K
5	Northern Europe By Yacht	Jul	Bottom Offers	8.3 K
6	8 Autumn Getaways We Love	Sep	Hero	5.7 K
7	Travel By Interest: Beach Resorts	Jul	Bottom Offers	5.3 K
8	Travel By Interest: Lake Resorts	Aug	Bottom Offers	3.8 K
9	Above Par: Golf Design With Ritz-Carlton Masters	Jul	Middle Offers	3.6 K
10	Experience Canada & New England By Yacht	Aug	Bottom Offers	3.4 K

TOP 10 ARTICLES: Q3 2019 – BY SEGMENT

Article engagement was consistent across most segments; CRM modules in July and Aug were among the most clicked articles; consider tailoring other module content by CRM segment to increase relevancy & engagement

WTE Top 10 Articles	Clicks	CTR
5 Glamorous Lake Beaches (Aug)	2,336	2.58%
Escape The City: 4 Soothing Resorts (Jul)	1,039	1.03%
6 Perfect 3-day Weekends (Aug)	724	0.80%
The World's Great Cities, After Dark (Sep)	669	0.65%
Northern Europe By Yacht (Jul)	545	0.54%
8 Autumn Getaways We Love (Sep)	380	0.37%
Above Par: Golf Design With Ritz-Carlton Masters (Jul)	301	0.30%
Travel By Interest: Beach Resorts (Jul)	301	0.30%
Travel By Interest: Lake Resorts (Aug)	226	0.25%
Experience Canada & New England By Yacht (Aug)	187	0.21%

CEL Top 10 Articles	Clicks	CTR
5 Glamorous Lake Beaches (Aug)	2,355	3.15%
Escape The City: 4 Soothing Resorts (Jul)	1,352	1.62%
6 Perfect 3-day Weekends (Aug)	682	0.91%
The World's Great Cities, After Dark (Sep)	530	0.61%
Northern Europe By Yacht (Jul)	517	0.62%
8 Autumn Getaways We Love (Sep)	352	0.41%
Travel By Interest: Beach Resorts (Jul)	300	0.36%
Travel By Interest: Lake Resorts (Aug)	245	0.33%
Experience Canada & New England By Yacht (Aug)	205	0.27%
Autumn's Kaleidoscope At Sea (Sep)	179	0.21%

SS Top 10 Articles	Clicks	CTR
5 Glamorous Lake Beaches (Aug)	2645	3.37%
Escape The City: 4 Soothing Resorts (Jul)	1426	1.64%
Northern Europe By Yacht (Jul)	589	0.68%
The World's Great Cities, After Dark (Sep)	572	0.63%
The Hidden Caribbean (Aug)	554	0.71%
Travel By Interest: Beach Resorts (Jul)	493	0.57%
8 Autumn Getaways We Love (Sep)	415	0.46%
Travel By Interest: Lake Resorts (Aug)	321	0.41%
Under The Sea (Jul)	289	0.33%
Experience Canada & New England By Yacht (Aug)	235	0.30%

TOP 10 ARTICLES: Q3 2019 – BY SEGMENT

Article engagement was consistent across most segments; CRM modules in July and Aug were among the most clicked articles; consider tailoring other module content by CRM segment to increase relevancy & engagement

OCC. EX Top 10 Articles	Clicks	CTR
5 Glamorous Lake Beaches (Aug)	1,340	1.84%
Escape The City: 4 Soothing Resorts (Jul)	767	0.96%
6 Perfect 3-day Weekends (Aug)	467	0.64%
The World's Great Cities, After Dark (Sep)	414	0.48%
Northern Europe By Yacht (Jul)	315	0.39%
8 Autumn Getaways We Love (Sep)	269	0.31%
Travel By Interest: Beach Resorts (Jul)	193	0.24%
Experience Canada & New England By Yacht (Aug)	149	0.20%
Autumn's Kaleidoscope At Sea (Sep)	129	0.15%
Travel By Interest: Lake Resorts (Aug)	120	0.16%

ASP Top 10 Articles	Clicks	CTR
5 Glamorous Lake Beaches (Aug)	631	1.73%
Escape The City: 4 Soothing Resorts (Jul)	242	0.59%
6 Perfect 3-day Weekends (Aug)	188	0.51%
The World's Great Cities, After Dark (Sep)	183	0.43%
Northern Europe By Yacht (Jul)	140	0.34%
8 Autumn Getaways We Love (Sep)	98	0.23%
Travel By Interest: Beach Resorts (Jul)	87	0.21%
Above Par: Golf Design With Ritz-Carlton Masters (Jul)	77	0.19%
Autumn's Kaleidoscope At Sea (Sep)	52	0.12%
Experience Canada & New England By Yacht (Aug)	48	0.13%

OTHER Top 10 Articles	Clicks	CTR
5 Glamorous Lake Beaches (Aug)	30,710	1.61%
Escape The City: 4 Soothing Resorts (Jul)	11,742	0.55%
6 Perfect 3-day Weekends (Aug)	8,878	0.47%
The World's Great Cities, After Dark (Sep)	7,303	0.34%
Northern Europe By Yacht (Jul)	6,168	0.29%
8 Autumn Getaways We Love (Sep)	4,219	0.20%
Travel By Interest: Beach Resorts (Jul)	3,901	0.18%
Above Par: Golf Design With Ritz-Carlton Masters (Jul)	3,193	0.15%
Travel By Interest: Lake Resorts (Aug)	2,875	0.15%
Experience Canada & New England By Yacht (Aug)	2,553	0.13%

Q3 2019 NEWSLETTER TAKEAWAYS

LET'S CONTINUE:

- Using energy moments to drive engagement during key travel periods
- Incorporating beach content; placement doesn't seem to matter
- Targeting Residence owners with relevant content; look for more opportunities in other modules
- Including consistent themed messages with content threads throughout email to maintain KPIs

LET'S TRY:

- 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
 - A good example of this was the F1 Mercedes/Club Level Solo subject line:
 - **Subject line = Get closer to the action and witness history.**
Pre-header = The Ritz-Carlton and Mercedes-AMG Petronas Motorsport announce legendary partnership.
 - Note: email was sent to the same eNews audience; open rate was 23.7% (+6.5 pts. vs. Q3 eNews avg.)

SOLO EMAIL PERFORMANCE

F1 / CLUB LEVEL SOLO

SL: Get closer to the action and witness history.
 PH: The Ritz-Carlton and Mercedes-AMG Petronas Motorsport announce legendary partnership

SEGMENTS	DELIVERED	OPEN	OPEN%	CLICKS	CTR	CTOR	UNSUB	BKGS	RMNTS	REV/DEL	REVENUE
OTHER GUESTS	2.16 M	484.6 K	22.47%	14.5 K	0.67%	2.99%	0.24%	166	412	\$0.04	\$89.2 K
WELL-TRAVELED EXECUTIVES	102.3 K	32.3 K	31.56%	1.4 K	1.36%	4.32%	0.14%	22	83	\$0.18	\$18.9 K
SUN SEEKERS	88.9 K	28.6 K	32.21%	1.3 K	1.45%	4.50%	0.16%	10	26	\$0.11	\$9.7 K
THE CELEBRATORS	85.0 K	26.0 K	30.59%	1.1 K	1.30%	4.24%	0.13%	9	17	\$0.05	\$3.9 K
OCCASIONAL EXPLORERS	82.5 K	24.4 K	29.62%	.9 K	1.11%	3.74%	0.21%	10	14	\$0.04	\$3.7 K
THE ASPIRERS	41.5 K	10.8 K	26.00%	343	0.83%	3.18%	0.25%	3	10	\$0.05	\$2.1 K
TOTAL	2.56 M	606.8 K	23.73%	19.5 K	0.76%	3.22%	0.23%	220	562	\$0.05	\$127.4 K

*Financial Data Source: Omniture 7-Day

Performance Summary:

- Email was sent on Sep 9th to the same monthly newsletter audience
- Open rate of 23.7% was +6.5 pts. higher than Q3 '19 newsletter avg. and generated over 600K impressions
- 44% of the clicks went to the Elevate Your Stay content below the hero
 - Singapore and Budapest were the most clicked locations in this section
- Increase click KPIs by using different email tactics like animation or carousels in select modules that draw attention and engagement

HEADER
6.1% ctk

HERO
28.0% ctk

MIDDLE OFFERS
43.8% ctk

ELEVATE YOUR STAY
15.1% ctk

GRAND CANAL
5.5% ctk

BAHRAIN
4.9% ctk

SINGAPORE
7.6% ctk

BUDAPEST
6.6% ctk

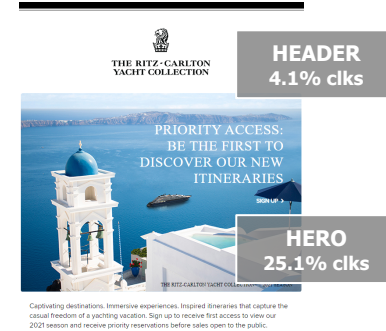
SHANGHAI
4.2% ctk

FOOTER
22.1% ctk

TRC YACHT COLLECTION SOLO

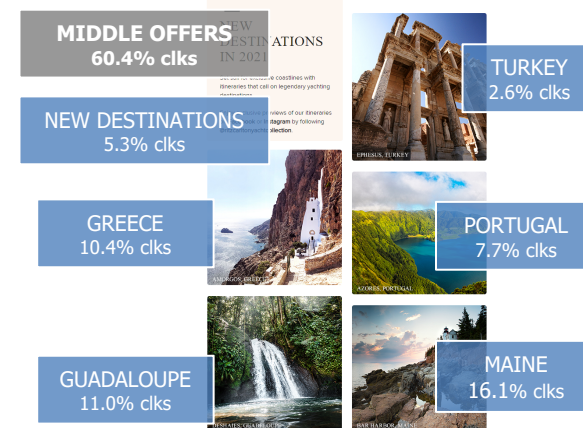
SL: Priority Access: The Ritz-Carlton Yacht Collection 2021 Season
PH: New Destinations in Greece, Turkey, Portugal and More

SEGMENTS	DELIVERED	OPEN	OPEN%	CLICKS	CTR	CTOR	UNSUB	BKGS	RMNTS	REV/DEL	REVENUE
OTHER GUESTS	2.15 M	429.4 K	19.98%	27.1 K	1.26%	6.32%	0.18%	51	362	\$0.03	\$55.9 K
WELL-TRAVELED EXECUTIVES	103.0 K	30.5 K	29.64%	2.6 K	2.56%	8.65%	0.14%	2	4	\$0.00	\$458
SUN SEEKERS	90.4 K	27.3 K	30.23%	2.8 K	3.14%	10.37%	0.13%	1	7	\$0.02	\$2.0 K
THE CELEBRATORS	85.9 K	24.6 K	28.62%	2.4 K	2.78%	9.71%	0.12%	2	4	\$0.02	\$1.8 K
OCCASIONAL EXPLORERS	84.6 K	22.2 K	26.22%	1.6 K	1.88%	7.16%	0.14%	3	4	\$0.01	\$566
THE ASPIRERS	42.1 K	10.0 K	23.64%	686	1.63%	6.89%	0.16%	0	0	\$0.00	\$0
TOTAL	2.56 M	544.0 K	21.29%	37.3 K	1.46%	6.85%	0.17%	59	381	\$0.02	\$60.7 K



Performance Summary:

- Email was sent on August 30th to the same monthly newsletter audience; deployment was two weeks after newsletter
 - First time a Ritz-Carlton solo email was used to drive Priority Access sign-ups
- Campaign generated 540K impressions and a 21.3% open rate, which is aligned with other TRC solo email open rates
- Click rates were double the F1 solo and led to 29.3K visits and 4.9K Priority Access sign-ups
 - Engagement for this email was lower than the January 30, 2019 solo email, which generated 94K visits and 8.3K sign-ups



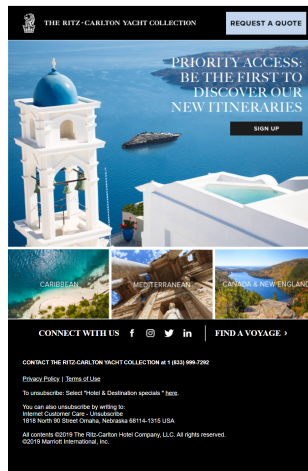
METT RCYC SOLO

Performance Summary:

- A similar RCYC email was sent through METT on Sep 10th to a smaller audience
- Previous Aug 30th solo drove better results than Sep METT solo at generating sign-ups; conversion rate was +3.0 pts higher
- While the METT solo did drive additional visits and sign-ups, the non-METT solo is recommended for future support
 - Consider re-sending non-METT solo to non-openers to drive additional sign-ups
 - Compare with METT engagement to determine future email communication strategy

SL: Priority Access: The Ritz-Carlton Yacht Collection 2021 Season

PH: New Destinations in Greece, Turkey, Portugal and More



METRICS	Yacht Solo (Aug 30)	METT RCYC Solo (Sep 10)	Yacht Solo vs. METT
DELIVERED	2.6 M	492.8 K	
OPEN	544.0 K	88.0 K	
OPEN%	21.3%	17.9%	+3.4 pts.
CLICKS	37.3 K	7.4 K	
CTR	1.5%	1.5%	-0.04 pts.
CTOR	6.9%	8.4%	-1.5 pts.
UNSUB	0.17%	0.28%	-0.11 pts.
SITE VISITS	29.3K	5.3K	
SIGN-UPS	4.9K	754	
CONVERSION	13%	10%	+3.0 pts.

TESTING & OPTIMIZATION

SUBJECT LINE TEST RESULTS

- 'Must-See' (urgency) and beach language plus list-style had slightly higher engagement in August; retest for patterns
- 'Inside the Ritz-Carlton' style was a consistent winner March thru May and again in Sept; consider optimizing it against an approach with a stronger reason for opening; continue to optimize monthly

Campaign/Subject Lines	Results	Description of Winner
AUGUST NEWSLETTER		
• 5 MUST-SEE LAKE BEACHES	Winner	List-style, urgency
• 5 Glamorous Lake Beaches	-0.52 pts.*	
• INSIDE THE RITZ-CARLTON: 5 GLAMOROUS LAKE BEACHES	-0.89 pts.	
<i>Pre-header: Also, Tokyo behind-the-scenes, an interview with Lewis Hamilton and more.</i>		
SEPTEMBER NEWSLETTER		
• INSIDE THE RITZ-CARLTON: The World's Great Cities, After Dark	Winner	Branded, Exclusivity
• INSIDE The World's Great Cities, After Dark	-1.94 pts.	
• The World's Great Cities, After Dark	-2.09 pts.	
<i>Pre-header: Also, 8 autumn getaways, 3 perfect days in New Orleans, and 1 moment in San Francisco.</i>		

SUBJECT LINE TEST RESULTS

Campaign/Subject Lines	Results	Description of Winner
SEPTEMBER F1 / Club Level Solo		
<ul style="list-style-type: none"> • Get closer to the action and witness history. 	Winner	Stronger reason for opening Note: Try this approach with newsletter
<ul style="list-style-type: none"> • One-of-a-Kind Experiences Await 	-5.47 pts.	
<ul style="list-style-type: none"> • Join us on a journey like no other. 	-4.71 pts.	
<i>Pre-header: The Ritz-Carlton and Mercedes-AMG Petronas Motorsport announce legendary partnership.</i>		

JULY eNEWS CTA TEST #2

- A/B test was designed to determine if a boxed style CTA would drive more clicks than a text-only version; success metric was CTOR
- July results were not statistically significant
- CTOR for the control version email was slightly higher than the test version by +0.06 pts.
- Recommend retesting one more time for patterns and to reach significance; plans are in place to retest in December '19 eNews



Test Version
9.43% CTOR

VS.



Control Version
9.49% CTOR

Q4 2019 OPTIMIZATION PLANS

- Use previous learnings to expand subject line optimization approach
- Re-test boxed CTA vs. text-only version; use learnings to plan next test phase
- Measure impact that linking body copy has on click rates
- Develop strategies for triggered and lifecycle email campaigns; revisit recommendation for previous triggers
 - Special Occasion/Anniversary
 - Upcoming Birthday
 - Happy Birthday
 - Leisure Stay

ACTIONABLE INSIGHTS

ACTIONABLE INSIGHTS

- Leverage top articles and key energy moments to inform monthly themes
- Consider expanding CRM personalization tactics into other copy areas to lift engagement
 - Pre-header text
 - Hero module
 - Hotel Spotlight
- Consider creating more email opportunities for TRC (i.e. solos, triggers) to increase branded communication frequency – current cadence may not be enough
- Use top 10 article data by segment as opportunities to re-use content or themes in 2020
 - Consider creating a summer beach series (June – Aug) to capitalize on engagement lifts longer
 - Readers are engaging with articles timed perfectly around travel-related energy moments, regardless of placement, like summer, beaches, resorts, holiday weekends, and autumn; readers also engaged with golf and touring by yacht articles
- Re-test newsletter CTA styles one more time to evaluate patterns and to reach data significance

ACTIONABLE INSIGHTS

- CRM modules in July and Aug were among the most clicked articles; consider tailoring other module content by CRM segment to increase relevancy & engagement
- Increase Solo email click KPIs by using different email tactics like animation or carousels in select modules that draw attention and engagement
 - Consider resends for campaigns driving a more direct CTA like sign-ups
- Test subject lines that really highlight the benefit of opening when creating options for monthly optimization
 - Use previous test winners to optimize against; 'Inside the Ritz-Carlton' style was a consistent winner March thru May and again in Sept
- Let's continue these newsletter wins:
 - Using energy moments to drive engagement during key travel periods
 - Incorporating beach content; placement doesn't seem to matter
 - Targeting Residence owners with relevant content; look for more opportunities in other modules
 - Including consistent themed messages with content threads throughout email to maintain KPIs

YTD NEWSLETTER HIGHLIGHTS

- MAR THRU OCT 2019

2019 NEWSLETTER PERFORMANCE

Metrics	Mar-Oct 2019	Mar-Oct 2018*	Change
Total Delivered	19.3 M	12.4 M	+56.3%
Open Rate	17.7%	18.6%	-0.9 pts
Click-thru Rate	1.3%	1.5%	-0.2 pts
Click-to-Open Rate	7.6%	8.1%	-0.5 pts
Total Bookings	2.5 K	1.7 K	+42.7%
Total Room Nights	5.6 K	4.2 K	+33.2%
Total Revenue	\$1.2 M	\$1.1 M	+7.4%

*Data does not include eNews Lite

Performance Summary:

- An average of 2.4M emails are delivered each month to previous brand stayers, Residence owners, high income households, and other luxury brand stayers
- March-October email KPIs are slightly below 2018; CTR is on par with 2018 and means content continues to drive interest; financial increases from sending more emails YoY
- Several factors have influenced 2019 performance
 - Shift to editorial approach and fewer offers
 - Relaunched eNews in March; readers adjusted to new content format
 - Different audience mix and larger send counts have an impact on overall stats
 - Previous RCR members are now getting more emails under Bonvoy than they were before

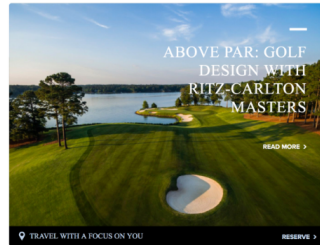
YTD NEWSLETTER ACCOMPLISHMENTS

Accomplishments:

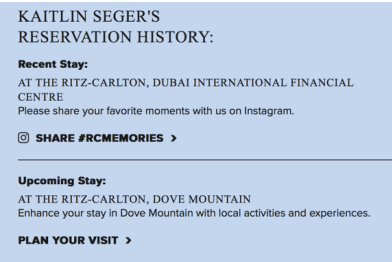
- Subject line optimization tactics are used monthly to lift rates
- Data-driven personalization tactics are used to target content: Residence owners, CRM segmentation, reservation data



As a Ritz-Carlton Residence Owner, indulge in spa treatments in Miami or a memorable wine tasting package in Santa Barbara. To take advantage of these exclusives, plus other services available through your Hotel Reservation Service, continue to the private Owners' page.



If your idea of the perfect vacation involves a straight shot down the fairway or a perfectly placed putt, then these expert-designed golf courses should be at the top of your to-do list.



- Content linking used to increase click opportunities (i.e. body copy, Behind the Scenes module)
- Based on previous engagement studies, brighter images are included where possible
- Ongoing CTA testing to increase email clicks
- Engage readers with video gif, animation, mosaic treatment



There's nothing quite like the power of pillowy-soft white sand and crystal-clear turquoise water to soothe the soul. Our collection of seaside resorts provides the perfect setting for the ultimate relaxing getaway.

2020 NEWSLETTER BRAINSTORM

- Creative, Segmentation, Template

2020 NEWSLETTER BRAINSTORM

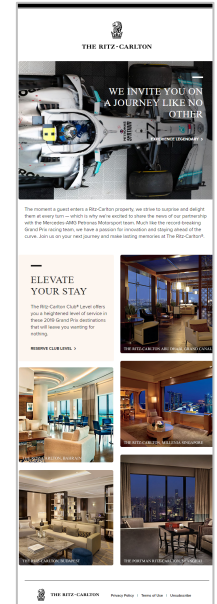
Conversation starters...

- Solo and Trigger emails (re-launch and net new)
- Journey re-design
 - New email content opportunities
 - Email navigation bar
- Database migration
 - New data opportunities
 - Segmentation support
- Optimization opportunities
 - Subject line testing (ongoing)
 - Headline test
 - CTA test phase 2
 - Navigation bar test (content, location/placement, text vs. imagery)
 - Increase revenue generating content (i.e. [offers page](#))

Newsletter Template



Solo Template



THANK YOU

THE RITZ-CARLTON | *yes*

YTD 2019 NEWSLETTER DASHBOARD



THE RITZ-CARLTON

2019 Monthly Newsletter Dashboard

YES

Metric	January	February	March	April	May	June	July	August	September	October	2019									
	Actual	Actual MoM	Actual MoM	Actual MoM	Actual MoM	Actual MoM	Actual MoM	Actual MoM	Actual MoM	Actual MoM	YTD									
EMAIL											Total									
Audience Health	Delivered	1.99 M	---	1.84 M	-7.4%	2.54 M	37.9%	2.53 M	-0.4%	2.54 M	0.2%	2.53 M	-0.1%	2.25 M	-11.0%	2.55 M	13.1%	2.56 M	0.5%	21.31 M
	Delivery Rate	98.5%	---	97.5%	-1.0 pts	96.9%	-0.6 pts	97.7%	+0.8 pts	97.8%	0.1 pts	97.9%	+0.1 pts	97.7%	-0.2 pts	97.9%	+0.2 pts	98.2%	+0.3 pts	97.8%
	Unsub Rate	0.16%	---	0.17%	+0.01 pts	0.22%	+0.04 pts	0.19%	-0.03 pts	0.18%	0.00 pts	0.18%	0.00 pts	0.16%	-0.01 pts	0.16%	0.00 pts	0.17%	0.00 pts	0.18%
Engagement	Open Rate	20.2%	---	17.5%	-2.2 pts	18.7%	+0.8 pts	18.9%	+0.2 pts	17.6%	-1.3 pts	17.8%	+0.2 pts	17.6%	-0.2 pts	16.3%	-1.4 pts	16.80%	+0.5 pts	17.92%
	Opens	403.3 K	---	315.1 K	-21.9%	476.9 K	51.4%	480.0 K	0.6%	447.5 K	-6.8%	451.7 K	0.9%	397.3 K	-12.0%	414.7 K	4.4%	430.4 K	3.8%	3.82 M
	CTR	1.52%	---	0.78%	-0.7 pts	0.83%	+0.02 pts	2.08%	+1.2 pts	1.08%	-1.0 pts	1.50%	+0.4 pts	2.63%	+1.1 pts	0.89%	-1.7 pts	0.93%	+0.04 pts	1.36%
	Clicks	30.3 K	---	14.1 K	-53.4%	21.1 K	50.1%	52.7 K	149.2%	27.5 K	-47.8%	38.0 K	38.0%	59.4 K	56.4%	22.8 K	-61.6%	24.0 K	5.0%	289.9 K
	CTOR	7.5%	---	4.5%	-3.0 pts	4.4%	-0.1 pts	11.0%	+6.5 pts	6.1%	-4.8 pts	8.4%	+2.3 pts	14.95%	+6.5 pts	5.50%	-9.4 pts	5.57%	+0.1 pts	7.59%
Financials	Bookings	491	---	125	-74.5%	221	76.8%	660	198.6%	304	-53.9%	303	-0.3%	470	55.1%	161	-65.7%	219	36.0%	3.0 K
	Room Nights	1.4 K	---	259	-81.2%	530	104.6%	1.5 K	182.3%	720	-51.9%	692	-3.9%	980	41.6%	434	-55.7%	497	14.5%	7.0 K
	Revenue	\$351.0 K	---	\$73.3 K	-79.1%	\$106.0 K	44.6%	\$327.1 K	208.7%	\$156.0 K	-52.3%	\$153.0 K	-1.9%	\$210.6 K	37.7%	\$82.3 K	-60.9%	\$119.1 K	44.7%	\$1.6 M
	Bookings/Dlvd (K)	\$0.25	---	\$0.07	-71.8%	\$0.09	25.0%	\$0.26	199.9%	\$0.12	-54.0%	\$0.12	-0.2%	0.21	74.3%	0.06	-69.7%	0.09	35.3%	0.14

Data source(s): Harmony and Omniture

*Last RCR eNews issued for MBV Launch New Template Vs. Jan '19

UPDATED LEARNING AGENDA

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

UPDATED LEARNING AGENDA

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

JULY '19 NEWSLETTER: PERFORMANCE

SEGMENTS	DELIVERED	OPENS	OPEN%	CLICKS	CTR	CTOR	UNSUB	BKGS	RMNTS	REV/DEL	REVENUE
OTHER GUESTS	2.1 M	361.4 K	16.9%	28.0 K	1.3%	7.8%	0.19%	220	483	\$0.05	\$103.4 K
WELL-TRAVELED EXECUTIVES	100.6 K	23.6 K	23.5%	2.4 K	2.4%	10.1%	0.11%	33	99	\$0.24	\$24.6 K
SUN SEEKERS	87.1 K	22.4 K	25.7%	3.0 K	3.4%	13.4%	0.13%	11	22	\$0.05	\$4.3 K
THE CELEBRATORS	83.3 K	19.9 K	23.9%	2.4 K	2.9%	12.2%	0.11%	20	41	\$0.09	\$7.8 K
OCCASIONAL EXPLORERS	79.9 K	16.9 K	21.1%	1.6 K	1.9%	9.2%	0.14%	9	17	\$0.04	\$3.2 K
THE ASPIRERS	40.7 K	7.5 K	18.5%	600	1.5%	8.0%	0.13%	10	30	\$0.24	\$9.7 K
TOTAL	2.5 M	451.7 K	17.8%	38.0 K	1.5%	8.41%	0.18%	303	692	\$0.06	\$153.0 K

AUGUST '19 NEWSLETTER: PERFORMANCE

SEGMENTS	DELIVERED	OPEN	OPEN%	CLICKS	CTR	CTOR	UNSUB	BKGS	RMNTS	REV/DEL	REVENUE
OTHER GUESTS	1.90 M	317.7 K	16.71%	45.5 K	2.39%	14.32%	0.17%	382	766	\$0.08	\$146.4 K
WELL-TRAVELED EXECUTIVES	90.5 K	20.5 K	22.63%	3.5 K	3.90%	17.25%	0.14%	27	56	\$0.16	\$14.4 K
SUN SEEKERS	78.5 K	19.6 K	25.01%	3.9 K	4.95%	19.78%	0.13%	35	85	\$0.31	\$24.4 K
THE CELEBRATORS	74.7 K	17.5 K	23.47%	3.4 K	4.58%	19.53%	0.13%	14	42	\$0.22	\$16.8 K
OCCASIONAL EXPLORERS	72.7 K	15.2 K	20.85%	2.1 K	2.94%	14.08%	0.15%	8	16	\$0.03	\$2.5 K
THE ASPIRERS	36.5 K	6.8 K	18.55%	927	2.54%	13.69%	0.19%	4	15	\$0.17	\$6.2 K
TOTAL	2.25 M	397.3 K	17.62%	59.4 K	2.63%	14.95%	0.16%	470	980	\$0.09	\$210.6 K

SEPTEMBER '19 NEWSLETTER: PERFORMANCE

SEGMENTS	DELIVERED	OPEN	OPEN%	CLICKS	CTR	CTOR	UNSUB	BKGS	RMNTS	REV/DEL	REVENUE
OTHER GUESTS	2.14 M	328.0 K	15.33%	16.9 K	0.79%	5.17%	0.17%	114	295	\$0.03	\$54.5 K
WELL-TRAVELED EXECUTIVES	103.4 K	22.6 K	21.89%	1.6 K	1.56%	7.12%	0.12%	6	13	\$0.05	\$4.9 K
SUN SEEKERS	91.0 K	21.3 K	23.45%	1.6 K	1.72%	7.34%	0.13%	10	54	\$0.07	\$6.7 K
THE CELEBRATORS	86.5 K	18.8 K	21.73%	1.3 K	1.47%	6.77%	0.11%	19	56	\$0.14	\$12.5 K
OCCASIONAL EXPLORERS	85.8 K	16.7 K	19.53%	1.0 K	1.18%	6.03%	0.15%	5	5	\$0.01	\$1.0 K
THE ASPIRERS	42.5 K	7.2 K	17.06%	407	0.96%	5.62%	0.17%	7	11	\$0.06	\$2.7 K
TOTAL	2.55 M	414.7 K	16.27%	22.8 K	0.89%	5.50%	0.16%	161	434	\$0.03	\$82.3 K