



CUNARD



Customer spotlight case study

Internal brand engagement programme and
Customer Experience/Employee Experience alignment

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culture + performance

Background and context

Cunard is a luxury, iconic brand with a rich heritage spanning nearly 180 years.

With 3 ships in the fleet, a new ship due to be launched in 2022 and offices in the UK, US, Australia, Germany and Japan, Cunard is made up of an incredibly diverse workforce.

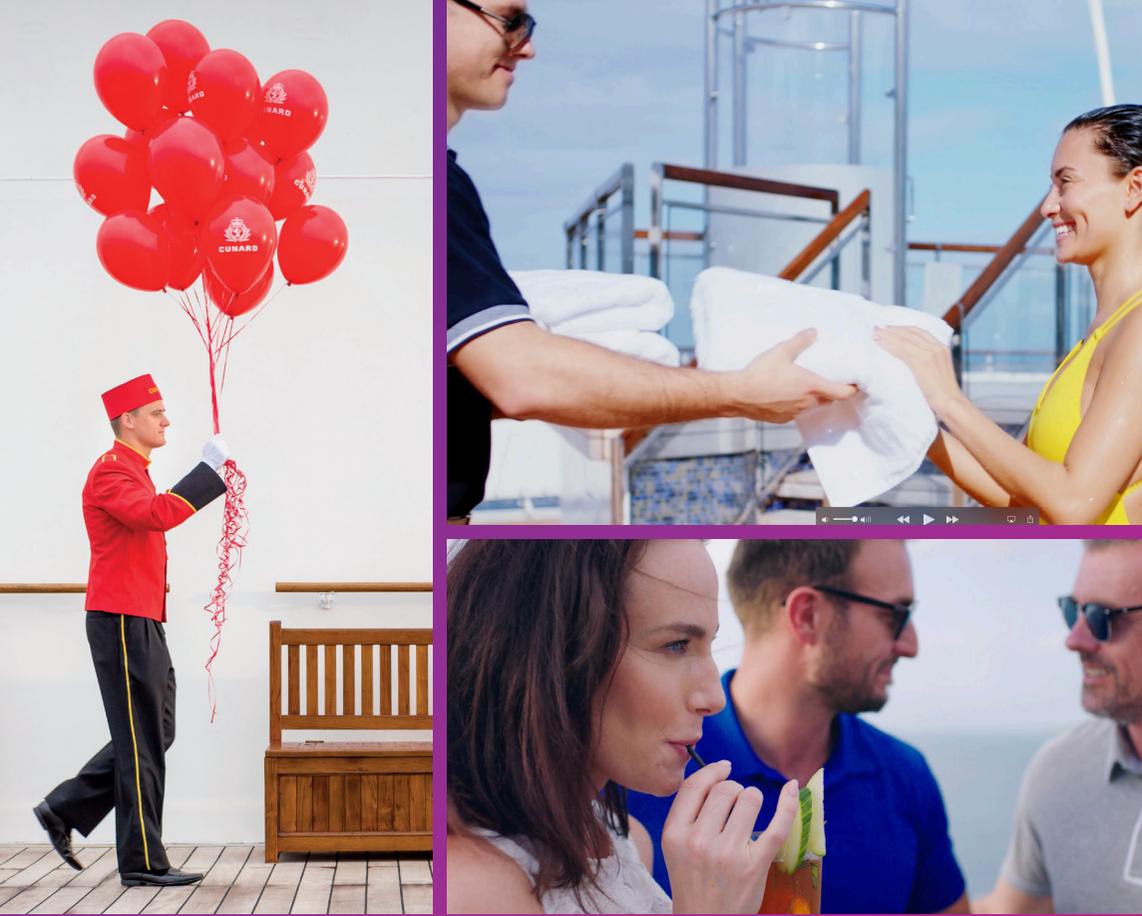
Global competitive pressures led Cunard to invest in in-depth research into market trends and customer profiles to really understand the changing luxury sector.

This resulted in the development of a new brand strategy and framework grounded in global segmentation insight and supported by investment in product. This new strategy is based upon celebrating the freedom of travel, enabling guests to feel free, special and inspired.

dragonfish continue to support Cunard to ensure internal brand engagement is optimised – driving the right behaviours to support the new strategy.

“With their uncompromising standards, our guests are looking for something more than material luxury. They are looking to be emotionally rewarded and inspired with unique experiences they can share.”





Our challenge

“To engage diverse internal audiences with a coherent, simple and motivating direction for Cunard that will ensure optimum delivery of the brand positioning.”

- To grow belief, pride and emotion in the brand
- To help teams build knowledge of the luxury market
- To improve employees' understanding of and connection with Cunard guests
- To embed brand values and service behaviours into the everyday, ensuring they are practical, actionable and real through a revitalised White Star Service programme
- To involve all teams and channels (end-to-end, ship and shore)
- To position change as an evolution not revolution, whilst ensuring sufficient differentiation

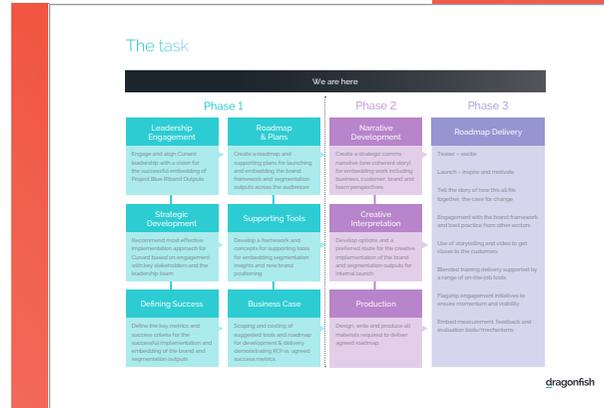
Research and alignment

The first step in our journey with Cunard involved engaging and aligning their leadership with a vision for successfully embedding their global research outputs. This was achieved through an in-depth discovery and immersion phase:

- > 30+ senior leaders/key stakeholders engaged
- > Facilitation and engagement at the Cunard Global Leadership Forum event
- > Onboard brand, team, customer and service immersion
- > Data insight and analysis

This research phase was fundamental in the development of key factors and principles to support the development of an internal engagement roadmap. These principles included:

- > Locally tailored, globally synchronised
- > Focus on experiential and blended learning, with a practical and pragmatic application
- > Creating empowerment frameworks, minimising rules



4 Role of Leaders, SMT & Operations

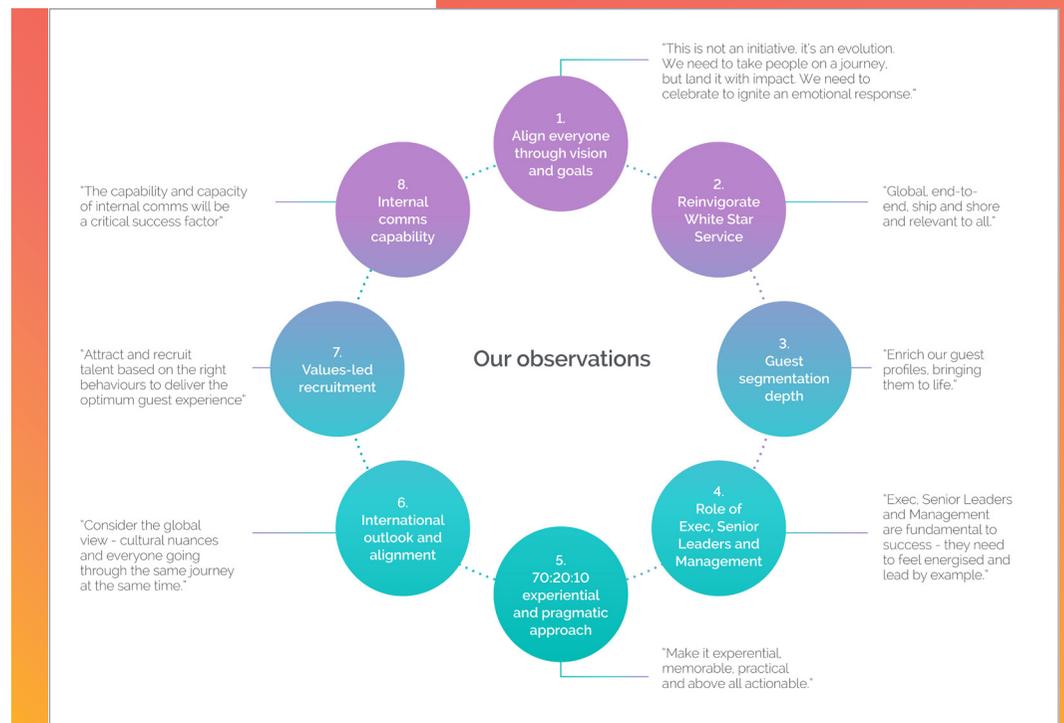
- > Leadership to play a visible and active role in the programme
- > Act as brand role models
- > SMT & Operations are fundamental to the programme success
- > Occur with enthusiasm, confidence and belief
- > SMT & Operations will own the rollout at a local level
- > Full training and support will be provided
 - Briefing sessions
 - Brand Engagement Hub - digital guides & basic on-ship activities
 - Brand & service coaching conversations will ensure brand engagement and guest insight is used in an actionable way to create memorable guest experiences and bring the brand to life.

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5 10:20:70 experiential & pragmatic approach

- > Investment and resources required to sustain momentum and embed the brand engagement and 10:20:70 model
- > Experiential, memorable blended training content and delivery to excite, train and include employees
- > Regular updates on product knowledge and distributions
- > Ensure delivery of programme is practical, pragmatic and accessible
 - Why is this important?
 - What does it mean to me in my life for my job?
 - How do I need to think, act and behave differently as a result?

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Brand Engagement

Success Scorecard			
	Metric	Definition	Status
People	1 % of employees participating in brand related training	1 Knowledge – a participation metric to identify the number of employees engaged in deep dive & brand master-classes	●
	2 % of employees responding positively to a brand engagement question on the employee survey		●
	3 % reduction in attrition CCC	2 Emotional Commitment – brand engagement question on Employee Survey (Oct) – benchmark set through pulse survey (April)	●
Guest	1 % of guests completing an employee recognition form	1 Recognition – a rise in guest recognition of service	●
	2 Mystery shopper rating/scores	2 Experience – mystery shopper to observe behavioural change over time	●
	3 % of returning customers and frequency	3 Loyalty – a rise in the number of customers returning to Cunard & frequency	●
	4 % increase in NPS/CSAT scores		●
Result	1 % increase in revenue growth per guest through the CCC	1 Selling More – CCC increase in new customers	●
	2 Cross-sell ratio	2 Up-selling – increase in breadth & quantity of products purchased through the CCC	●
	3 % incremental revenue onboard LP – consider earlier yield & reduce capacity discounting	3 Upgrade – onboard upgrades and additional purchases (excursions etc.)	●

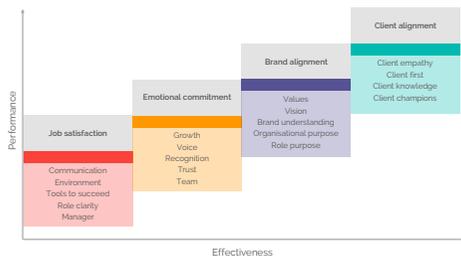
Building the business case

We also supported Cunard with the development of a business case for the internal brand engagement programme to support internal discussions and secure investment and resource. We clearly articulated the ROI of our recommended approach, tools and activities.

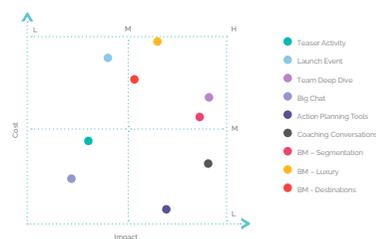
- > Direct link to sales/revenue performance (i.e. direct sales, conversion)
- > Synergy of use across internal and external audiences
- > Longevity (ongoing use i.e. in L&D programmes)

In addition, we worked with senior stakeholders to define and agree a success scorecard to measure the success of the programme going forward. This was based on the impact across employees, the guest and revenue.

Case for culture change



Cost/Impact Prioritisation Tool



Strategic roadmap development

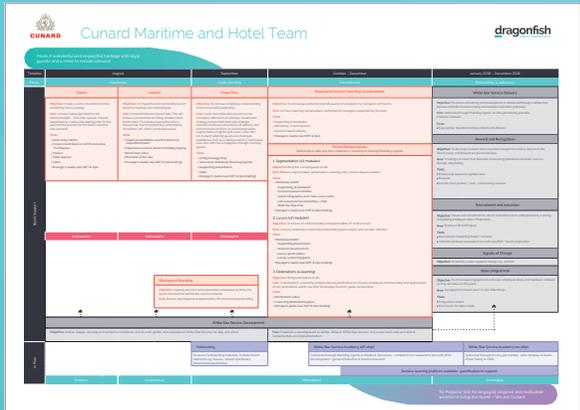
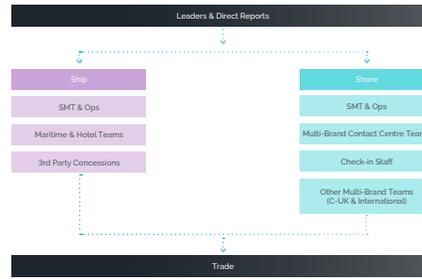
Once alignment with senior leadership had been reached, around the principles for the internal brand engagement programme, we worked with Cunard to define and agree the audience segments. This included fleet, head office functions, the Cunard Contact Centre, international offices and trade.

We then developed an embedding roadmap detailing the journey we would take employees on from initial awareness through to advocacy. The roadmap was segmented by audience and included communications to support the various activities.

The roadmap also detailed two further workstreams which dragonfish supported Cunard with, they were:

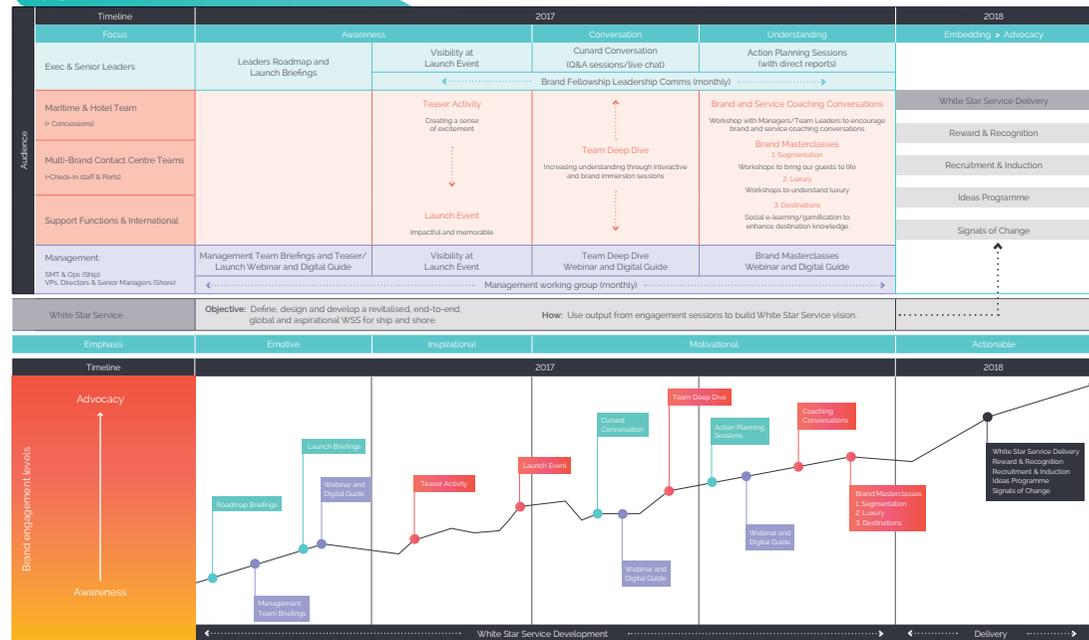
- > The refresh of the White Star Service standards and how these were embedded alongside the internal brand engagement programme
- > A supporting guest segmentation and how this was brought to life for individuals and teams

Key audiences



Brand Engagement Roadmap

From: A wonderful and respectful heritage with loyal guests and a need to remain relevant.



To Purpose-led. An engaged, inspired and motivated workforce living the brand – We are Cunard.

Employee Experience Map – Ship

Mapping the 'as-is' candidate and employee experience

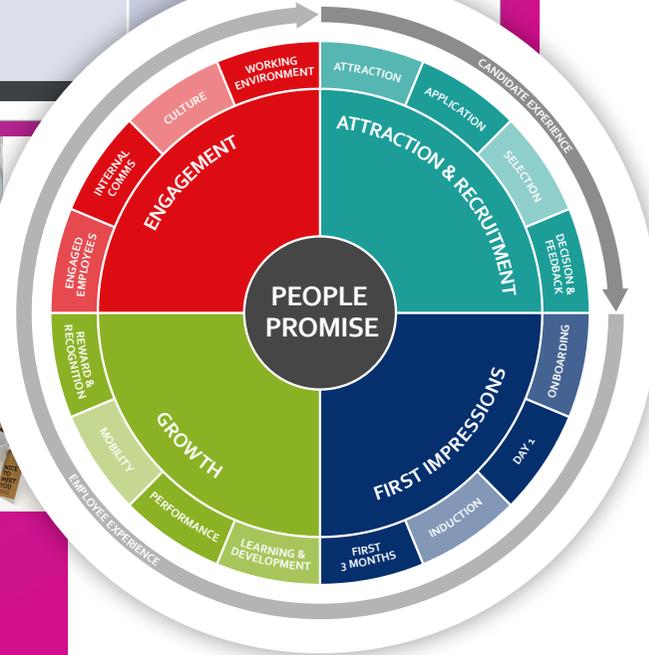
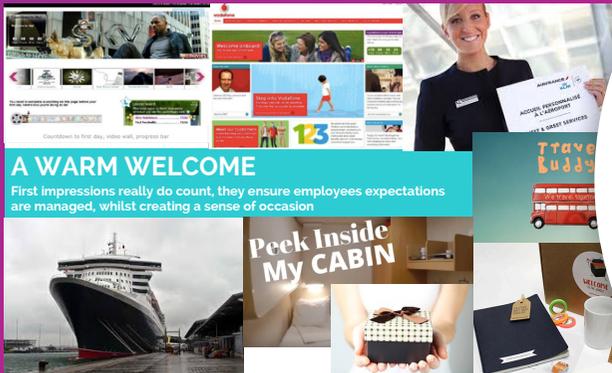
STAGE 1	Candidate experience
STAGE 2	First impressions
STAGE 3	Growth (advancement & accomplishment)
STAGE 4	Engagement (emotional commitment)

Stage 2	First Impressions				
STEPS	ONBOARDING	REJOINER	DAY 1 (WEEK 1)	INDUCTION	PROBATIONARY PERIOD
DOING	<ul style="list-style-type: none"> Through the Manning Agent Paperwork (visa, medicals etc.) Training Travel Buddy 	<ul style="list-style-type: none"> Communications whilst on leave Waiting for details of next rotation (offshore) 	<ul style="list-style-type: none"> Turn up after longhaul flights and Sun start from Heathrow hotel Queue at terminal to complete forms Manager responsibility first few hours Safety day First shift 	<ul style="list-style-type: none"> H&S induction day 1 Theatre 1 week of inductions <ul style="list-style-type: none"> Conard (Doc Night – Dinner/Theatre as group) 	<ul style="list-style-type: none"> No probationary period, the first tour is the probationary period
TOUCHPOINT	<ul style="list-style-type: none"> Paperwork/Phoncalls/Visits to MA Visa application Completion calls and emails Medicals T&C on joining 	<ul style="list-style-type: none"> Email with details of next rotation & joining instructions Phoncalls with MA/Robotations Further medicals 	<ul style="list-style-type: none"> Sign-on forms Safety tour Uniform Cabin/Team H&S induction Commence shift Handovers (offshore) 	<ul style="list-style-type: none"> H&S induction Induction Week <ul style="list-style-type: none"> Ship specific Brand specific Role specific 	<ul style="list-style-type: none"> Letter of next rotation
THINKING AND FEELING	<p>Confused, Frustrated and Disconnected Nervous and Uncertain Excited and Proud</p>	<p>Unsupported, Uncertain and Anxious</p>	<p>Exhausted Overwhelmed Anxious Terrified</p>	<p>Overwhelmed – few niceties</p>	<p>Frustrated and neglected</p>
PAIN POINTS AND GAPS	<p>Ship readiness is all about compliance and not welcoming about brands or support</p> <ul style="list-style-type: none"> Complexity of process and documentation Terminology Setting expectations e.g. lifeboats Inconsistent and contradictory comms from MAs <p>Travel arrangements:</p> <ul style="list-style-type: none"> Multiple transfers Generated by computer based on cheapest, not best for the individual 	<p>Rejoiner frustrations:</p> <ul style="list-style-type: none"> MAs ability to handle paperwork e.g. visas Medicals – consistency in weight requirements Inconsistent and contradictory comms from MAs, 3 day affair in Latvia 	<ul style="list-style-type: none"> Queues Paperwork – feels transactional Travel packy Language – passed text, putting into practice Tiredness Handover for officers 	<ul style="list-style-type: none"> Content of induction very 'dry' H&S delivered on day 1 when tired Real of induction feels 'old hat' Little to induct into the 'guest experience' Little to get you ready for a 'new way of life' 	<ul style="list-style-type: none"> Frustrated when don't receive next rotation until after hearing Left hanging around and unsure
OPPORTUNITIES	<p>Travel:</p> <ul style="list-style-type: none"> Travel policy/improve logistics (flight/timetable with the individual in mind, more personal) Support at Heathrow Airport – 'lost crew before they arrive' Travel buddy programme across MAs Improve recovery when travel goes wrong – 24/7 support not just transactional but emotional too Badges/joins to identify CLIK employee travellers Make 'new to sea' feel special Accommodation in Southampton Simplify medical requirements <p>Onboarding part with:</p> <ul style="list-style-type: none"> Manage expectations, provide a balanced view (+ through MAs) Brand videos 	<p>Life of board – cabins, food etc.</p> <ul style="list-style-type: none"> Day in the life Joining & rejoining instructions Travel information Hints & tips <p>Rejoiners:</p> <ul style="list-style-type: none"> Maintain engagement with those on the P&W Aim to send rotations prior to disembarking Visible and secure onward rotations (particularly officer level) Use of automated comms and messaging More flexible and adjustable contract length More flexibility for partner/shipos 	<ul style="list-style-type: none"> Tour of guest areas on day 1 to feel excited about the ship Hotel in Southampton, spend a day there meeting agent and meeting Less paperwork and queuing – what can be done in advance Some relaxation time on day 1 Go back to W&S Academy training for week 1 Buddy/support for day 1 	<ul style="list-style-type: none"> Induction to 'life on board' H&S delivered on day 1 when tired Induction to wellbeing Body/menator programme More bite-sized induction What elements of the induction can be done shoreside before joining Start the H&S induction at 3pm not 11am, more fresh 	<ul style="list-style-type: none"> Receive next rotation details on tour End of tour progress discussion More celebratory

Aligning Customer Experience (CX) and Employee Experience (EX)

In tandem to the brand engagement programme, dragonfish also supported Cunard to better understand the employee experience, both ship and shore. We worked to align this to the new Cunard customer experience, developed as part of the brand refresh.

- Employee experience mapping sessions, both ship and shore, to plot the 'as is' experience and identify gaps and opportunities
- Identifying and prioritisation of opportunities to dial-up the brand across the employee lifecycle
- Development of EX principles and signature moments aligned to CX



Launch celebration

One key objective and deliverable outlined in the roadmap was to successfully launch the evolution of Cunard's re-brand. This was communicated as "Our Next Chapter" to all UK and global shoreside employees and staff on ships. This was achieved in true Cunard style:

- > Creative concepts and strategic narrative development
- > Launch teaser campaign
- > Reached circa 3,500 employees ship (across 3 ships) and 1,200 employees shoreside
- > Fully immersive luxury cinema and theatre venues
- > Leadership-led sessions
- > Interactive elements such as "Meet our Guests" actors, competition, prizes and giveaways
- > Creating a real moment in time to signal the change as well as celebrate and reinforce pride in the brand



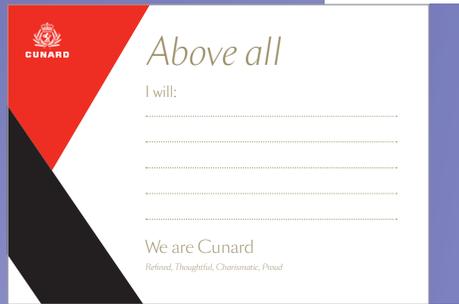


Interactive, inclusive and experiential learning

Quickly following on from the launch events, every employee of Cunard was invited to an Our Next Chapter interactive session.

The objective of these sessions was to provide employees and teams with the opportunity to discuss the brand in more detail and specifically to consider the values and behaviours and what they mean in the everyday.

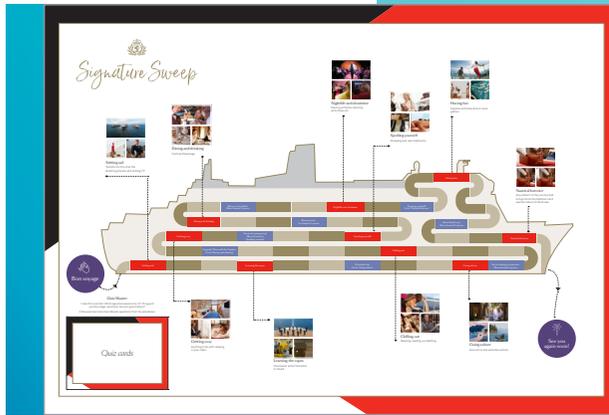
- A signature boxed Our Next Chapter book, marking a moment in time and shift in emphasis
- An interactive board game to enable employees to explore the values and behaviours through real-life scenarios
- A commitment conversation and activity
- A participation certificate and gift



Embedding into everyday decisions and actions

To sustain momentum around the new brand, we developed a number of initiatives and activities to bring the brand to life ensuring a coherent, consistent and compelling narrative.

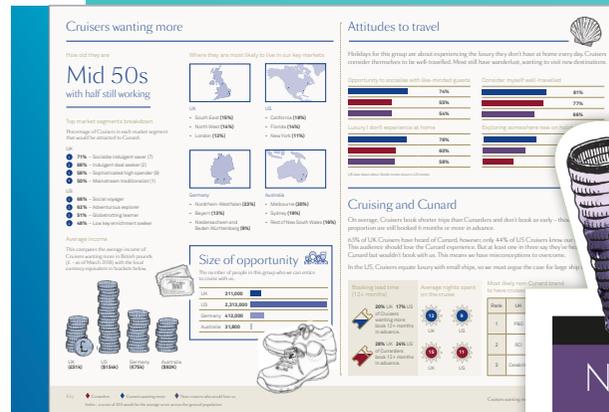
- > Full guest segmentation guide development and supporting masterclasses to increase guest knowledge and train employees to apply the right behaviours when serving them
- > White Star Service training refresh
- > Ongoing programme of activity in 2019 to sustain momentum including a values video competition to celebrate, showcase, and embed the refreshed values and behaviours
- > Narrative and strategic roadmap for 2019 - 2022



Meet our guests

Our current and future guests are discerning in their tastes, seek luxury on their own terms, desire unique personal experiences and are conscious of the luxury of time and space. Our research has outlined four different groups of people who all share these similarities:

- Cunarders**: People who have sailed with us before.
- Cruisers wanting more**: Regular cruiser-geeks who haven't chosen Cunard before.
- Non-cruisers who would love us**: Experienced travellers who are considering their first cruise experience and might choose Cunard.
- Early 50s majority are working**
- Health & well-being**: US (108 index) "I make a special effort to maintain a healthy diet"; UK (124 index) "I do some sort of sport or exercise at least once a week"
- Technology**: UK (142 index) "It's important my household is equipped with the latest technology"; Average
- Responsibility**: UK (120 index) "I am prepared to pay for more environmentally friendly products"
- Quality brands with a slightly more contemporary attitude are enjoyed by the audience**: TISSOT, Microsoft, chico's
- I like holiday activities to be organised for me**: 88%, 79%, 63%
- 40%** Aware of Cunard but would not consider the brand - a great opportunity to strengthen perceptions of cruising and Cunard
- Preferred hobbies/activities**: Charitable benefit events, Wine, Gourmet cooking, Art auctions/gallery exhibits, Reading, Playing a musical instrument, Crossword puzzles, Sudoku, Photography
- Labels**: "Curious", "Environmentally conscious", "Sustainable"



Non-cruisers who would love us

Key: ◆ Cunarders ◆ Cruisers wanting more ◆ Non-cruisers who would love us

Index - a score of 100 across the board



Cunard Fleet eNPS scores have risen 21 points from February 2017 to February 2018, indicating high internal brand engagement levels on ships



Successes

- > Commercial performance has been strong across 2018, with leadership teams explicitly making the connection between Cunard's brand strength and service performance as being important contributors towards this success
- > NPS increased by 1 point on an already very strong score over 2018
- > NPS increased by 6 points amongst highest paying suite guests
- > For all guests, one of the main drivers of positive feedback was the quality of service received



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