



CARNIVAL

Bryan Kristensen
Annamaria Grinis
Lauren Bren
Laurel Stutz
Aleesha Halbach

Research Director
Account Director
Creative Director
Media Director
Public Relations Director



Agency 608 dedicates itself to providing the most insightful and compelling work possible for our brands. With a highly integrated team of specialists, we make it our goal to give every campaign a nuanced edge- putting clients a step ahead of the competition. Established in Madison, Wisconsin, Agency 608 reflects the deep understanding of strategic communications that was gained by our founders at the state's prestigious university. In a world where reaching audiences requires multiple media networks, we strive to break through the clutter with ethical and thoughtful campaigns. We are research driven, strategically unified, and creatively innovative- forming intrinsic connections between brands and consumers.

Welcome to Agency 608
The Future of Integrated Communications

CONTENTS

Situation Analysis	1 - 24
Campaign Strategy	25 - 36
Creative Plan	37 - 49
Media Plan	50 - 61
Public Relations Plan	62 - 72
References	73 - 74

SITUATION ANALYSIS

Bryan Kristensen | Research Director

Introduction & Brand Overview

Client Background

Founded: First ship, TSS Mardi Gras, launched in the Port of Miami in 1972

Headquarters: Doral, Florida

President: Christine Duffy



History

Founded in 1972 by Ted Arison, Carnival Cruise Lines has grown into one of the largest cruising companies in the entire world, servicing over 4.5 million passengers in 2014 alone.(1) Carnival has grown immensely since its inception. Starting with a single ship when the company began, the company now hosts 24 ships, with a total passenger capacity of 62,366. (2) With two new ships slated to be completed in 2016 and 2018, Carnival will further increase their passenger capacity by 13% by 2018. (3)

The overarching goal of Carnival Cruise Lines is simple: to give vacationers the best all-around vacation experience that they could possibly have. This goal is clearly echoed through the company's mission statement: "To deliver fun, memorable vacations at a great value. (4) Carnival places major importance on the element of "fun," which is also reflected in the company's trademark: "Fun for all. All for fun." (5)

Carnival has recently been trying to ramp up the "Fun" theme on their ships, and have undergone a major transformation to do so. The "Fun 2.0" program, a \$500 million enhancement of 14 ships in their fleet, started in 2011 and will be concluded by the end of the year.(7) The program has enlisted the likes of Guy Fieri to provide new dining options for passengers and George Lopez to enhance to comedy clubs aboard ships. (8)

Carnival will continue to see growth in the company's improvement of its fleet of ships with the arrival of their new ships. With the release of The Carnival Vista in 2016, Carnival will have many exciting new features like SkyRide, a suspended open-air cycling experience, and the first-ever IMAX theater aboard a cruise ship. (9)

Recent Setbacks

Carnival, while one of the top cruise line companies in the world, has had its fair share of bad press coverage in recent years. 2013 in particular saw some bad press that affected Carnival in a big way. First, on February 6th 2013, the Triumph ship in Carnival's fleet experienced an engine fire, and was stuck at sea for over a week, being dubbed by media outlets as, "the poop cruise" because passengers aboard the ship had to use paper bags as their bathroom. (10) Then, a little over a month later, Carnival Elation had to be dragged by a tugboat due to a malfunctioning steering system. (11) A few days following the the Elation mishap, the Carnival Dream lost power while docked in St. Maarten in the Easatern Caribbean, and passengers had to be flown back the the US. (12) These problems brought about a lot of negative PR for the company, as many news organizations published articles calling some carnival cruises "floating hell." (13)

In addition to onboard ship troubles, Carnival has also been a target for its customer service on board. In 2013, it was found in a research pole of all major cruise companies, Carnival had the worst customer satisfaction rating when compared to the rest of their competitors. (14)

Industry Trends

New Cruise Ships

For the next several years, there will be a huge number of debuts for new cruise ships at many different cruising companies. In total, seven cruise ships will debut in 2015, and an addition 10 will debut by the end of 2016. (15) Not only will there be an increase in new ships, but these ships will also be massively improved when compared to some other ships that are sailing today. Royal Caribbean is debuting two new ships, calling the first of them "The World's First Smartship," featuring the most technologically advanced cruise ship ever. (16) Holland America will also be debuting an entire new class of ship dedicated to "Pinnacle-class cruising," with the arrival of the ms Koningsdam, a ship they say will carry the tradition of the brand while raising the stakes for 21st century cruising. (17) Carnival will not be the only company debuting



Expansion of Elderly Travelers

According to Simmons OneView Data, individuals above the age of 65 are 19% more likely than the general population to take a cruise vacation, and individuals 45-54 are 11% more likely. (18) Mintel reports that from 2008 to 2018, the population of citizens over the age of 55 in the US will increase by more than 22 million people. (19) As a result of this explosion in the amount of elder citizens, a major market driver for the cruise industry it will be expected that cruise lines will see an increase in the amount of passengers cruise vacations. This increase will also have an impact on families as well, as Mintel has also reported that as the amount of elderly grows, the expansion of inter-generational traveling within families will have a major impact on the industry.(20) As intergenerational families increase, this could create a huge opportunity to reach out to a younger demographic, and therefore establish an important connection with future customers on return cruises.

Cruising in the Caribbean

The Caribbean is by far the most popular destination of cruise vacationers and has been for quite some time. Since 2007, Caribbean destinations have been the most common area of cruise travel for cruisers over the age of 18. (20) This trend of trips to the Caribbean doesn't seem to be slowing down as well as new ships are completed and ready to set sail with most of their cruises heading to the Caribbean. For exam-



ple, with Royal Caribbean's new Quantum of the Sea, three of the four possible trips you can take on the ship are cruises heading to the Southern and Eastern Caribbean, and on the new Anthem of the Sea, two of the three trips that depart from North America are trips to the Caribbean as well. (21) This influx of new cruises embarking for the Caribbean will continue for the near future, and the area is sure to see a rise in cruise tourists.

Consumer Analysis

Primary Consumer

According to Simmons OneView Data, the primary consumer of Carnival Cruise Lines falls within these ages:

- Age range of 45-54 makes up 22.2% of the demographic traveling on Carnival cruise lines.
- Age range of 55-64 makes up 18.2% of Carnival cruisers.

Cruisers also have the following lifestyle indicators:

- 61.3% of cruisers are presently married
- 57.2% of cruisers are currently employed
- 35.5% graduated college or attended more school
- 15.2% of cruisers are currently retired
- 36.3% of cruisers have two people in their household
- 83% of cruisers live in a house
- 13.4% of cruisers live in a condo or apartment

By drawing from this data many of the prospective targets for Carnival cruise lines fall between the ages of 45-54, are presently married and currently employed. According to Mintel, their professions were more likely to be white collar and middle-class.

Furthermore, the following reflects the familial makeup of Cruisers:

- 15.6% of cruisers have one child
- 11.7% of cruisers have two children
- 15.4% of cruisers have children aged 12-17 years old

When divided into geographical regions, cruisers come from the following areas:

- 15.6% of cruisers come from the Northeast
- 12.9% from the Midwest
- 47.1% from the South
- 19.3% from the Pacific

According to Mintel, the standard person traveling on a cruise was making over \$75,000, but in more recent years the travelers were making around \$50,000. Looking more specifically at traveler's income and geographic locations, the following data was found from Simmons OneView:

People who make \$50,000-\$74,000 are more likely to cruise from the following states:

- Arkansas (South) has a rate of 230% of residents more likely to go on a cruise
- Alabama (South) has a rate of 21% of residents more likely to go on a cruise

People who make \$75,000 are more likely to cruise from the following states:

- Connecticut (Northeast) has a rate of 31% of residents more likely to go on a cruise
- Georgia (South) has a rate of 12% of residents more likely to go on a cruise
- Oklahoma (Midwest) has a rate of 10% of residents more likely to go on a cruise
- Virginia (South) has a rate of 23% of residents more likely to go on a cruise
- W. Virginia (South) has a rate of 15% of residents more likely to go on a cruise

People who make \$100,000 are more likely to cruise from the following states:

- California (Pacific) has a rate of 3% of residents more likely to go on a cruise
- Louisiana (South) has a rate of 8% of residents more likely to go on a cruise
- Maryland (Northeast) has a rate of 20% of residents more likely to go on a cruise
- Rhode Island (Northeast) has a rate of 41% of residents more likely to go on a cruise

By comparing the states and the average income, Carnival can conclude passengers most likely to go on a trip are making more than \$50,000, but the variety of incomes is also very large. Further, the potential market for Carnival can be said to range from middle class to upper middle-class. According to Mintel, the past cruisers were making upwards of \$75,000, but now potential cruisers are able to travel making \$50,000. The geographical region of potential customers also plays a large factor in those choosing to go on a cruise. According to Mintel, although Midwesterners were very aware of cruising, they were the least likely to take a trip on Carnival cruise line. They had a very low number of potential Carnival cruisers with states like Idaho having zero passengers. Most of the passengers on a Carnival Cruise were likely living in the Southeastern part of the United States and close to a port of call.

Carnival's Competitors

Carnival's two main competitors are Royal Caribbean International and Norwegian Cruise Line. Other competitors include Celebrity, Costas Cruises, and Princess.

Royal Caribbean International

Adults age 35-44 are 10% more likely to take a cruise with Royal Caribbean in comparison with Carnival, and adults in the critical 55+ age group are 36% more likely to cruise with Royal rather than Carnival. (22) Royal Caribbean only commands about 16.7% of the cruise industry in terms of passengers, compared to Carnival's 21.3%, but has a much higher market revenue share of 14.2% compared to Carnival's 8.0%. (23) Households with an income of \$100,000 or more are also 26% more likely to travel with Royal compared to Carnival. (24) Royal's ability to draw in passengers in a higher income bracket allows the company to enjoy more success while offering fewer cruise ships and cruise options as compared to Carnival. Royal also ranked 28 points higher on the J.D. Power and Associates Cruise Line Satisfaction survey in comparison to Carnival, with a score of 838 compared to Carnival's 810. (25) This major difference in the Satisfaction survey reflects that Royal does a much better job keeping their cruisers happy while cruising, which could have major implications for customers to return with them for their next cruise vacation.



Norwegian Cruise Lines

While Norwegian has a lower index rating for ages 18-54, Norwegian blows Carnival's 96 index rating with individuals 55 and older away with an index of 130 with that important age bracket. (26) In comparison to its bigger competitors, Norwegian has the advantage of offering the most modern fleet of ships. The oldest ship in the Norwegian fleet was built in 1998, while nearly all of their ships have been refurbished in some capacity in the latest decade. (27) Norwegian has also recently announced a plan to invest over \$250 million in the line through their new Norwegian Next campaign, which will feature improvements to their dining options, entertainment venues, and technology aboard their ships, just to name a few. (28) While it only holds a 9.5% market share in terms of passengers, Norwegian has the best market share ratio between passengers and revenue, with a revenue market share of 8.7%, which is actually .7% higher than Carnival's. (29)



	Carnival	Royal Caribbean	Norwegian
Annual Passengers (2015 Est.)	4,725,100	3,698,000	2,116,700
Net Revenue (2015 Est. in Millions)	3,163	5,601	3,421
Number of Ships	24	22	14
Number of Destination Options	10	16	13
Amenities	IMAX Theatre, WaterWorks Water Park, Locally-led Excursions	Zip Line Ride, Specialty Dining Options, Active Adventure Excursions	Machu Picchu and Antarctic Excursions, Authentic Brazilian and French Gourmet Dining Options
Price of 7 Day Western Caribbean Cruise	\$339/Person	\$779/Person	\$399/Person

Brand Analysis

Positioning

Carnival Cruise Lines' current positioning as the "Fun Ship" strives to invoke the idea that a great vacation does not have to be a costly endeavor. A Carnival getaway promises strong family/ couple bonds, reconnecting with friends and activities to suit everyone's interests. (30) The brand wants to establish themselves as not only a type of transportation between tropical locales, but a way of bringing people closer together in one unforgettable experience.

Consumer Perceptions

Carnival has had to battle ship breakdowns and other issues in the past few years that have hampered their public perception. It has been referred to as the "McDonald's of cruising" which implies that while Carnival is economical and fun- it is not as luxurious as its competitors. (31) However, the events of 2013 caused a movement to regain consumer trust and loyalty. Carnival Cruise Lines experienced a 11.6 point increase in its BrandIndex score, which measures consumers brand perceptions based on various values including news buzz, recommendation, and former and current passengers reviews. This improvement is likely due the following factors:

- \$300 million on the review and improvement of ships' safety features- in addition to the installment of a safety review board.
- "Fun Ship 2.0"- enhancing dining and entertainment onboard(32)

In our primary research conducted through interviews with individuals ranging in age from 24 to 63, the following words and phrases were used to describe Carnival:

- Cheap cruise
- Party cruise
- Affordable
- Not relaxing

These descriptions of Carnival play into a common perception of the brand. It is seen as cheap and affordable, meaning families of all socioeconomic statuses have the opportunity to cruise with the company. However, in hoping to attract elderly passengers or families onboard, Carnival's reputation as a party cruise and not being relaxing could hinder key target consumers from booking a vacation with the company.

Branding Execution

Carnival's current branding has been largely an attempt to wipe away the negative connotations that have become synonymous with the brand. (33) The latest campaigns are aimed at creating an emotional, nostalgic response among previous guests- calling them back to the sea and the memories created there. (34) Overall, the efforts to distance the brand from their highly publicized issues have been consistently centered on two emotional pleas:

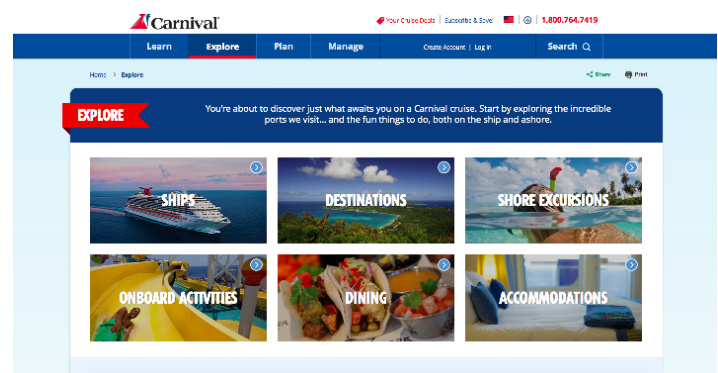
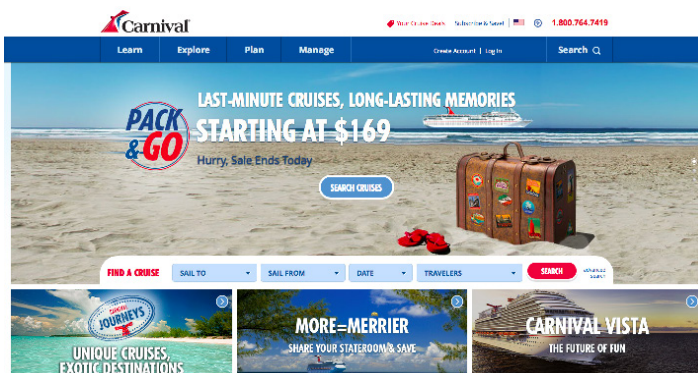
- Reinforcement of social bonds- whether it's with family, a loved one or friends, Carnival can provide the chance to share experiences with those who matter most.
- Recalling previous times spent on Carnival- an appeal to alumni cruisers' memories from their previous Carnival voyages.

While these ideas have helped the brand achieve some success in re-establishing its legitimacy, they do not convey the high quality vacation Norwegian and Royal Caribbean invoke. (35)

Website

Since most customers plan and purchase their cruise vacations online through Carnival, it is imperative that the website presents itself as a cohesive extension of the brand image.(36) The current website, while easy to navigate, is aesthetically excessive.

- The use of pictures taken by actual passengers hints at the memory making idea that has been utilized in television advertisements, but often times are of poor quality. This degrades any perception of extravagance and enhances a low value association.
- There is an abundance of large colorful images and bold text that does not correlate with the new, simple, streamlined adverts.



Competitor's Branding

Norwegian Cruise Line

- Slogan and brand revolve around the idea of “Cruising like a Norwegian.” The campaigns extend this by showing what it means to be a Norwegian- invoking a cosmopolitan attitude. The focus is not explicitly on the ships themselves, but on what consumers can be and experience while onboard a Norwegian cruise.
- The brand highlights their “freestyle cruising,” advertising the idea that consumers have the ability to make their own schedules and choose their own dining. It also highlights their newer ships that have brought them into direct competition with luxury cruise liners. (37)
- Norwegian’s website is user friendly and sleek. It is a seamless continuation of their digital advertisements.

Royal Caribbean International

- New CEO, who also worked for luxury line Celebrity Cruises, is bringing a higher level of cruising to Royal Caribbean. (39)
- The brand works to contact repeat cruisers and make them feel like they are part of an elitist group through the Crown & Anchor Society.
- Royal Caribbean positions itself as an innovator- highlights the fact that they have the largest ships with enhanced entertainment and activities
- The cruise line’s website is similar to Carnival. They promote upcoming sales and use familiar language within the copy. However, they lack a recognizable brand slogan within the site and on digital advertisements.

Media Usage Analysis

All Data used for the Media Analysis was taken from Simmons Oneview Reports. Based on data taken from Simmons Oneview, the potential Carnival cruise consumer tends to fall between the ages of 45 and 54 and 55 and 64.

Print Media

Magazines

Those ages 45-54 and 55-64 are extremely reachable by magazine, with several magazines reaching over 300 index levels, such as:

- Harper's Bazaar: 332
- Bicycling: 335
- Black Enterprise: 306
- Outside: 360
- Smartmoney: 346
- Town & Country: 317

Travel magazines also had high index levels for the potential market

- Arthur Frommer's Budget Travel: 381
- Endless Vacation: 389
- Travel + Leisure: 362
- Conde Nast Traveler: 311

*Because travel ratings have such high index ratings with consumers, there is a potential for partnership or collaboration.

Newspapers

Those ages 55-64, as well as African Americans are likely to purchase a weekend or daily newspaper from some venue.

The New York Times

- Those ages 55-64 are 15% more likely than the average consumer to purchase a New York Times on the weekend
- Those ages 55-64 are 15% more likely than the average consumer to purchase a New York Times on the weekend

The Wall Street Journal

- Those ages 55-64 are 8% more likely than the average consumer to purchase the Wall Street Journal on the weekend
- Those ages 55-64 are 81% more likely than the average consumer to purchase a daily Wall Street Journal from a newsstand

USA Today

- Those ages 55-64 are 25% more likely than the average consumer to purchase a daily USA Today from a newsstand

Radio

Radio encompasses all aspects of the potential market in a viable fashion:

- Those ages 45-54 are 32% more likely than the average consumer to listen to the radio for an extended period of time from 6-10 AM, Monday through Friday.
- Those ages 55-64 are about 28% more likely than the average consumer to listen to the radio from 6-10 AM.

Internet

Of the potential Carnival Cruise consumers, more than half are likely to use the internet at home.

- 70% of those ages 45-54 have used internet at home in the past seven days
- 61% of those ages 55-64 have used the internet at home in the past seven days
- 60% of African Americans have used internet at home in the past seven days

Online advertising is especially effective for African Americans, as well as those ages 45-64.

- Those ages 45-64 are more likely to be lead to a purchase through sponsored websites found in search engines than the average consumer

Social Media

- 42% of those ages 45-54 visit social media sites
- 31% of those ages 55-64 visit social media sites
- 41% of African Americans visit social media sites

Creative Analysis

Previous Campaign: *Let The Fun Begin* (prior to 2008)

Television

- Centerpiece of the campaign was a series of 30 second television spots
- Each commercial used the Queen song “You’re My Best Friend” pegged to the songs key lyrical phrase “Oooh, you make me live”
- Three different commercials were created each targeting a different core market for Carnival:
 1. “No Age Limit on Fun” highlighted multi-generational travel
 2. “A Big New World” aimed at families
 3. “A World of Delightful Surprises” focused on the romance aspect of cruising
- The spots featured striking images of guests of all ages enjoying a Carnival cruise that used editing techniques to seamlessly blend one scene into another
- Overall, they were highly visual commercials that conveyed Carnival as a memorable vacation experience by displaying the relaxed and carefree environment of a “Fun Ship” vacation
- “Let the Fun Begin” designed to reinforce the company’s core brand value of providing guests with fun, memorable vacations
- T.V. spots aired on all major broadcast networks as well as select cable channels

Print

- Print ads encompassed full-page images with shots of couples and families relaxing in scenic locales and enjoying various on-board activities associated with “Fun Ship” cruising
- Placed in a variety of national newspapers as well as consumer magazines

Previous Campaign: *Fun For All, All for Fun*

Launched in 2008 as a rebranding effort, the campaign focused on the unexpected fun Carnival has to offer. It is designed to capture social, participatory and spirited nature of a Carnival cruise vacation, which creates an environment where people have the freedom to be themselves and have fun.

Television

- Commercials portrayed the real kind of meaningful fun on Carnival. Their cruise experience is uniquely social, participatory, uninhibited and gives people the freedom to be who they are.
- Campaign kicked off with special events featuring attempts to create the world’s largest beach ball and piñata. Footage from the events was used to create T.V. commercials for Carnival. Two 60-second spots were used to show people that the Carnival they thought they knew isn't the Carnival that really exists. Utilized the feeling of big group fun that is experienced on the ships to the masses on land.
- The second phase of the campaign was focused on promoting the onboard experience. To do this, Carnival created 8 spots that featured a "Fun Director" who profiles different aspects of the ships' features, often in a ridiculous and amusing way. The “Fun Director” campaign uses humor to convey the unique experiences and exceptionally fun nature of a Carnival cruise vacation.

Print

- Ran national spread ads in People magazine to help the launch of the rebranding. These ads tried to persuade people to take time off to enjoy themselves by using lines such as “We double checked, and we’re pretty sure life wasn’t meant to be lived in a cubicle.”
- Created clever billboards that depicted Carnival cruise ships as an actual product on a shelf with the tag line “Fun For All Ages”.

- Other print components of the campaign included bus ads, brochures, pamphlets and other informational packets.

Digital

- Created digital interactive aquariums in six port cities across the country to. These aquariums were projected onto empty store front windows. Viewers could call a phone number, create their own customizable fish and then play. This strategy was a way to unconventionally engage the target audience in order to promote Carnival as the leader in unexpected fun.
- Continued the strategy of unexpected fun by infusing a little fun into everyday mundane environments. For example, they created massive Twister boards and placed them in several train stations across the country. People were reminded that Carnival is their source of group fun in a far-too-busy world.
- In order to liven up their communications, they created web spots to run during shows on abc.com and on carnival.com as part of the “funville” section. These segments were so popular that Carnival incorporated a live “Towel Theater Puppet Show” as part of the on-board experience.
- Created digital e-cards for Carnival, each consisting of original “Towel Animal Theater” content.

Mini Campaign: *Carnival Moment Tracker*

The Carnival “Moment Tracker” campaign was introduced in hopes of helping the company recover from the negative publicity received after its ship, the *Triumph*, caught fire in February of 2012 and stranded its passengers in the Gulf of Mexico. In order to repair their injured brand perception, Carnival used the voices of guests to convey what a Carnival cruise experience is truly like. Thus, the line invited 10 people who are active on Instagram to take a cruise during which they could shoot photos. The photos were then posted on live on the Carnival website. They also asked former passengers and employees to submit their favorite Carnival cruise photos and videos via Facebook and Instagram. Over 500 of the videos and photos received were featured in a T.V. commercial that shows individuals walking down streets, fields and boardwalks. All of the places they walk are adorned with picture frames containing the submitted content. The voice-over says, “We never forget the moments that matter. We hang them on our walls. We share them with everyone. And hold onto them forever.” The commercial trails out with an image of a Carnival cruise ship and the voice-over concluding, “Since the day we first set sail, millions of lasting moments have been made with us. What will yours be?” The emotive message of this campaign allows viewers to see Carnival as a place where they can have an authentically experience deep moments with family and friends.

Current Campaign: *Land vs. Sea*

The main reason most Americans have not cruised is because they tend to go on the same land-based vacation every year. They fail to realize that cruises are cheaper and easier to get than what they assume. This campaign focused on addressing those misconceptions by using humor to compare the benefits of a cruise to the drawbacks of land vacations. The central message reinforces the idea that everyone deserves a fun, unforgettable vacation at an affordable price, which is something that Carnival promises to deliver.

Television

- The first three T.V. spots depicted a poor couple who tried to go on a camping trip. They proceed to have their car attacked by a bear and mountain lion, their food burnt by the fire and their tent blown down by the wind. It then flashes forward to them on a carefree Carnival cruise enjoying the same sorts of activities.
- The second three T.V. spots were more family-oriented. These commercials an African-American family on a Carnival cruise relaxing and watching their children go down the water slide. The father then has a flashback to their previous vacation at an amusement park where they were stuck upside down on a roller-coaster. These commercials suggest swapping the dangerous amusement park rides for Carnival's onboard water rides.

Print

- Carnival created billboards that reflect the seasonal climate shifts in markets where the weather gets cold. These billboards reminded potential passengers that an affordable, warm vacation is closer than they think.
- In New York City, GPS units were placed on taxi toppers to visually show people how far they were from the nearest port. This reiterated Carnivals point that an affordable cruise is right in your backyard.

Digital

- In order to make the campaign interactive, Carnival created Yawn Bomb in an attempt to stop people from doing the same boring things. Whenever someone would send you a link to something boring, Yawn Bomb them to remind them to stop boring and start doing something exciting.
- To amplify the buzz of the campaign, additional videos were shot to run online. They were shown on carnival.com as well as pre-roll on television sites like VEVO and HULU.

Creative Analysis: Competitors

Royal Caribbean International

Current Campaign: *"The Sea is Calling"* (2011 - Present)

- The brand itself connotes a sense of optimism and service that creates an open, lavish environment. This campaign centered on the tag line "The sea is calling. Answer it royally."
- The campaign was intended to elevate the brand to a place of deep emotion, tell a unique story and be culturally inclusive in order to reach a global audience.
- The T.V. spots featured people in a city picking up a conch shell and listening to it to "hear the ocean" as legend goes. In this case, however, they hear "the sea" talking to them and engaging them in conversation. This strategy made it more of a global message because telephones are universal and so is the tradition of picking up a conch shell to hear the ocean.
- The print ads included clever tag lines references the use of cell phones such as "Not 3G. Sea G." The images in the ads consist of Royal Caribbean cruise ships and tropical locations. Although the content was somewhat cliché, the implementation was strategic. The ads were released during the colder months in the Midwest and the East Coast in order to make cruise vacations look extra appealing.
- The campaign used alluring visuals and a creative message to reiterate the image of potential cruisers being treated "royally" in the relaxing and warm Caribbean atmosphere. The overall tone of the campaign was clever, confident, relevant and playful.

Norwegian Cruise Line

Current Campaign: *"Cruise Like a Norwegian"* (2011 - Present)

- This campaign took a more nation-specific approach with the central message "Cruise like a Norwegian." It focused on embracing and celebrating the community of vacationers that personify the passion, freedom and flexibility of the Norwegian Cruise Line.

- “Cruising like a Norwegian” is for people who want to live life to the fullest and are passionate about adventures and their experiences.
- The campaign utilized television advertising for the first time since 2008. It also integrated social media, digital and print components.
- The visual theme of the campaign emphasizes the quality of the brand through a video that illustrates the spirit of Norwegian cruisers who can “Dine like a Parisian,” “Surf like a Hawaiian,” “Party like a Brazilian,” and “Love like a Venetian.” The goal of this platform was to elevate the brand by engaging consumers in fun and catchy way.
- Social media elements are paired with digital platforms through customized page takeovers, website banners that invite consumers to watch the brand video and a revamped Norwegian Cruise Line website that all complement each other in an effort to raise brand awareness.
- The campaign comes to life once passengers step aboard a Norwegian ship where they are officially welcomed to the “Norwegian community” and experience a “Cruise like a Norwegian” Sail-Away party with campaign elements that continue throughout the duration of the cruise.
- Overall, the campaign’s main goal is to encourage potential passengers to join the “Norwegian community” by displaying a brand personality of passion experience and enthusiasm for adventure.

Past Public Relations Efforts

“Moments That Matter”

Carnival Cruise Lines launched a national advertising campaign that featured the unforgettable vacation moments experienced day-to-day by the cruise line’s millions of guests. These were moments were captured solely on the passengers own. The “Moments That Matter” campaign included thousands of real vacation photos and videos from past Carnival cruises collected through social media. (39) This campaign was executed to stimulate interest in the Carnival brand and cruise industry. The campaign continued through the first quarter of 2014, which happened to be a heavy time for reservations made in the cruise industry. This specific campaign differed from others as this one didn’t take place on a cruise ship, while others had in the past. This campaign instead tugged at the heart strings and used a heartwarming strategy to shift the spotlight from controversy to experience. (40)

PR Crisis Situations: 2013 Catastrophe

When the Triumph went down in the Atlantic, Carnival was transparent about the situation occurring, and Carnival took it upon themselves to continue its talk about the accident. In response to the accident, Carnival's crisis team created a web page on Carnival's website to provide news updates and information to family and friends of passengers. Carnival mirrored this practice on their facebook page and was consistently updating information. Carnival also used their two Twitter feeds (@CarnivalCruise and @CarnivalPR) to issue updates, and be in contact with family members. When passengers arrived stateside, Carnival engaged its employees to wait and assist passengers in distress. To make up for the damages and memories lost on this cruise, Carnival offered every passenger \$500, a flight home, a full refund on their booking, a credit for future cruise and reimbursement for most of their onboard purchases. With these acts, more people were likely to trust Carnival Cruise lines and were able to form a relationship with the brand. (41)

PR Trends

- According to Mintel, 50% of responders in a Mintel survey said they enjoyed a cruising experience and wanted to cruise again.
- The overall sentiment of taking cruises was more positive than negative
 - 46% of respondents believed it was a good way of visiting and exploring destinations.
 - According, to Mintel only 27% of respondents said recent safety issues have put them off taking a cruise.
- According to Mintel, in the periods following the crisis of 2013 and multiple issues experienced by Carnival Cruise lines, cruisers intent hasn't been negatively impacted
 - During 2012, the intent to cruise was 10.6% among responders
 - During 2013, the intent to cruise was 10.3% among responders



Carnival's Social Media

Carnival was one of the first cruise lines to embrace social media and is active on sites like Facebook, Twitter and Instagram. In a review conducted by Mintel from September 2012 to September 2013, 7 in 10 mentions of cruise lines online were about Carnival. In the review period, Carnival accounted for the most online discussions every week, except for one week in June, where Disney Cruise Lines surpassed them. Most online cruise discussions are people sharing their specific cruise experiences. Of these mentions, Carnival accounts for about 53% and about 85% of them are people sharing positive Carnival experiences. Of the cruise lines reviewed, Carnival was the first to open a Facebook account and also has the highest number of likes on their page. Carnival opened a Twitter account in 2012, and more recently, opened a Carnival PR Twitter account in order to provide their customers with important updates, like safety issues with ships.

Competitors Social Media

Royal Caribbean International

- In Mintel's review period, Royal Caribbean had the second highest number of Facebooks likes, following Carnival. Royal Caribbean uses their Facebook to encourage potential cruisers to go on trips, as well as update cruisers on any issues or safety problems occurring on their ships. Royal Caribbean also uses a blog called "Sea Views," which is run by the company's CEO and allows customers to ask direct questions, helping to create a personal communication relationship between the company and the consumer.

Norwegian Cruise Line

- Though Norwegian Cruise Lines had the second lowest number of likes on their Facebook page in Mintel's review period, they were the first cruise line to open Instagram and Pinterest accounts. Norwegian posts about three times a day on their social media accounts, usually of pictures that may lead someone to take a vacation. Norwegian hosted several tweetups at sea, allowing for their cruiser to connect and network. By bringing their digital media onboard with them, Norwegian shows an understanding of their customers and creates a constant stream of communication with them.
- In Mintel's review period from September 2012 to September 2013, Carnival had the highest number of online mentions out of 1,957,267. Carnival also had the highest share of voice on social media, as well as the highest Kred Influence score (how likely a person is to act on a company's posts and share them with others).

	Total Number of Online Mentions	Share of Voice	Kred Influence
Carnival Cruise Lines	1,604,155	73%	920
Royal Caribbean	1,604,155	2%	917
Norwegian	1,604,155	1%	890

Major Stakeholders

Carnival Cruise Lines Company

As Carnival is a large employer, they have roughly 3,800 shore side employees and 33,500 shipped employees. It operates voyages and sends employees on ships ranging from three-to-sixteen days to some of the most popular Caribbean destinations in the world. Carnival prides itself on providing an entertaining and relaxing experience for all guests and has termed itself the “Fun Ships.” Carnival Cruise Lines operates approximately 18% of Carnival Corporation’s totally passenger capacity of 191,464 cabins, and serves approximately four million guests annually. (42) Overall, the cruise industry has shown growth with an annual rate of 5% from the years spanning from 2005-2010. In addition, there are two upcoming ships in the works for Carnival. They will debut the Carnival Vista in 2016 and a second vessel in 2018. (43) Investors add an extra stake in the company as Carnival is publicly traded on the New York Stock Exchange and the London Stock Exchange with a price of \$44 per share. (44)



Destination Stakeholders

Caribbean destinations are the most common ports of call for Carnival Cruise lines. According to Mintel, about four in 10 respondents who have cruised in the past three years say they have visited the Caribbean on their most recent cruise. According to Mintel, the Caribbean accounts for one-third of global itineraries and cruise ship deployments. Carnival Cruise lines are the most dominate cruise lines used at 46%, followed by Royal Caribbean International at 28%. The destination of cruise ships plays a large part in the tourism economy. Mintel found past cruisers are more likely to be future cruisers, and respondents who have taken a cruise ship vacation within the past five years are more likely to do it again, therefore playing a large role in the country's tourist capital. Finally, Mintel found cruisers with household earnings of at least \$150K are most likely to visit the Caribbean during their most recent vacation bringing in large amounts of tourist dollars.

Travel Agents

Travel agents have been the bedrock of cruise sales because of the numerous options cruisers have in regards to amenities and deals. Mintel found that cruisers are equally as likely to have booked their cruise direct with a travel agent (38%) as they are with a cruise line. About half of those who booked with travel agents already had in mind the cruise they wanted to go on (45%), and a slightly smaller share looked to the travel agent for recommendations (45%). According to Mintel, some cruise lines have offered sales incentives to agents and many recommended these to their clients for the personal benefits they could receive. Mintel suggests that agents will continue to be used at the higher-end of the travel spectrum while mid-level cruisers will take on the task of researching and booking cruises online themselves. Lastly, Mintel found that people are more likely to go on cruises if they were to get online cruise promotions.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">- High brand awareness- Market share of industry- Cost in comparison to key competitors	<ul style="list-style-type: none">- Poor customer communication- Safety: customer concerns based on previous ship malfunctions- Party cruise image with consumers
Opportunities	Threats
<ul style="list-style-type: none">- Rise in multigenerational booking for cruise industry- Reassociating the CEO's image and reputation with the consumer base	<ul style="list-style-type: none">- Deterioration of cruise industry image- Competitor's relationships with customers- Vacations: dependent on status of economy

Key Issues & Implications

1. With the rise in population ages 55+ as the Baby Boomer generation ages, the cruise industry will see a rise in the target age group. However, Carnival has the lowest index rating compared to their major competitors.

- Carnival Index Rating Ages 55+: 96
- Royal Caribbean Index Rating Ages 55+: 132
- Norwegian Index Rating Ages 55+: 130

Implication: While a large segment of Carnival's customers are in the target age group, it must work to outpace competitors through specific and targeted advertising.

2. Carnival's current ad campaign and slogan is too broad to resonate with the target market effectively, resulting in a low recall level when consumers pick a cruise company to travel with.

Implication: Through a new creative campaign and a new slogan, potential consumers can find more reliability within the company.

3. While Carnival is much more affordable than competitors, the brand does not do a good job of reiterating the value of their cruises at such a cost efficient price for passengers of all backgrounds.

Implication: Through potential new partnerships and a targeted ad campaign, Carnival can work to build a company image as the highest value among competitors in the cruise industry.



CAMPAIGN STRATEGY

Annamaria Grinis | Account Director

Objectives

The ultimate objective of our campaign strategy is to improve current perceptions of Carnival Cruise Lines by cultivating our target markets' associations with the brand. As identified in our situation analysis, Carnival is perceived as being less luxurious and unsafe than other cruise lines. By taking Carnival's existing idea of "fun" and elaborating on the endless options that it offers to people of all ages, we will be able to create a more positive association. Instead of repositioning, the campaign will diversify what "fun" means to each guest on the ship. This unique cruising experience can afford every passenger with a vacation that is solely their own, while being surrounded by their family or friends. Not only will the kids be having fun, but the intergenerational component will play a large role in being a ship for all ages. This concept is dual fold, by associating the brand as a type of versatile fun within intergenerational families and/or friends, we make Carnival a tradition and create brand loyalty.

Consumer Target

Primary Target

Meet Gary and Linda, our primary target market:

- Age/Gender: 55 - 65+ year old males and females
- Marital Status/Family: Married and traveling with their children and grandchildren
- Location: Central and Southeast United States
- Household Income: \$50,000 - \$60,000
- Values: Tradition, religion and making family a priority
- Key Behaviors: Indulging their children and grandchildren with extravagances
- Characteristics: Perfectionists, consider themselves broad-minded, efficient and intelligent

Finances

Gary and Linda are the typical middle class consumers. They derive the greatest enjoyment of their earnings by spending it on their family (45). Trends indicate the rise of extended family travel and multigenerational bookings (46). This means that Gary and Linda are more likely to take charge in planning a large family vacation. They have worked hard to earn their money and as they get older, they see their savings as an opportunity to give their children/grandchildren things the older generation did not have while growing up (47).

Location

Geographically Gary and Linda tend to live in the Midwest and South. The later of the two is highly beneficial to Carnival because of the ease of access to port cities. Living in such close proximity to these ports increases the convenience of getting the family together on a Carnival Cruise.

Targeted Southern States	Targeted Age Groups			
	50 - 54	55 - 59	60 - 65	65- 69
Florida	88	109	95	144
South Carolina	104	135	27	137
Georgia	108	75	109	164
Alabama	71	136	128	97
Louisiana	75	82	146	136

[Data from Simmons OneView]

Interests & Hobbies

Gary and Linda enjoy doing things like shopping and cooking (48). In fact, food is an important aspect of their lives and they believe that the kitchen is the most important room in their home. They listen to country radio and are conservative in their values-tending be habitual people. This makes them exceedingly loyal consumers, continually returning to brands they are familiar with.

Other Behaviors

Within their families, they are push-overs when it comes to their children and grandchildren (49). They are part of the baby boomer generation, where hard work equals reward and where the American Dream still holds true. Positive experiences create loyalty and they strive for value (50). We want to make Carnival Cruise Lines their relative that always holds the family reunion- one Gary and Linda take everyone to go see, reassured in the fact that they all will have a fun experience.

Secondary Target

John and Karen are our second group of target consumers and they vary slightly from our first group (all data taken from Simmons OneView):

- Age/Gender: 50 - 65 year old males and females
- Marital Status/Family: Married and traveling with adult friends
- Location: Northeast and Pacific United States
- Household Income: \$75,000 - \$100,000
- Values: Hard work, getting to the top of their career and learning new things
- Key Behaviors: Joining businesses, country clubs and art associations; seek work recognition and group acceptance; being physically active and exposed to new experiences
- Characteristics: Perfectionists, consider themselves broad-minded, efficient and intelligent

Interests & Hobbies

This couple is much more open to the world, and find themselves to be more creative individuals. They are interested in international and domestic affairs, and also consider themselves to be much more knowledgeable in the fine arts (51). John and Karen enjoy listening to news radio stations on their drives to work. They also do not place value on their faith and religion nearly as much as Gary and Linda. They care much more about things like environmental protection and more liberal causes like the legalization of marijuana (52).

More Money, More Experiences

John and Karen differ from our primary target consumers in that they enjoy indulging themselves much more than family. Not having grandchildren and children has provided them with more time to focus on themselves and one another as well as their work. They are very career driven, focusing on making as much money as possible and rising to the top of their respective career fields (53). Carnival gives John and Karen the opportunity to get away from the business world and towards exciting foreign adventures.

Our Key Insights

Our agency has conducted several interviews with individuals within our target markets as well as in depth Simmons research. Our investigations have left us with certain valuable insights that allows us to better the communications between the targets and Carnival.

- The number of people 55+ who plan and go on cruises will increase by 22 million by 2018. This will drive extended family vacations.
- People think Carnival is the “party” and “low cost” cruise line.
- Both our targets are baby boomers and therefore have immense loyalty to known brands and positive experiences with those brands. They believe in hard work and put responsibility on themselves to provide for others.
- Our primary and secondary consumers will spend extra money if it means higher quality. Getting a good deal is seen as an accomplishment, but they are wary of anything that comes off as “cheap.”
- Gary and Linda derive the greatest enjoyment of the income by spending on their family. John and Karen find themselves consumed with their careers. The money they earn is a sign of hard work and spending that money is equated to rewarding themselves.

Strategies

Competitive Advantage

Carnival Cruise lines has high name recognition and is increasingly accessible to people of all ages- two aspects immediately setting us apart from competitors. Cruises like Disney, very child focused, and cruises like Princess Cruise lines, are often focused on adults, specifically couples. Carnival’s large array of on-board activities and dining choices makes travel with family of all ages much more doable than other cruise lines. Consumers see Carnival as the “fun” or “party” cruise, our campaign plans to use this to our advantage by expanding it to encompass grandparents and parents. With features and amenities that bring the outdoors to cruise-goers, kid friendly IMAX theaters, and cuisine crafted for even the pickiest eater; there more options to play, relax and have fun meaning each person will find satisfaction on their Carnival cruise. This further appeals to a wide range of age groups, while remaining intergenerational family oriented.

How Carnival Will Stand Out

This campaign will focus on the personalization Carnival offers to guests of all ages. Instead of just concentrating on the overarching idea of fun, we will show specific versions of fun and how people can define their own fun. This differentiates Carnival from other brands because it shows how Carnival can be the “fun for all” ships. By appealing again to the intergenerational perspective, integration across cross-markets will occur. We plan on using these leads to further endeavor distinguishing Carnival within the market. It is a vacation for everyone — from grandma to five year old Alex. We plan on capitalizing on our already well-known name to instill the idea that a Carnival vacation is the best way to ensure every guest has a fun experience.

Unique Selling Proposition

Our unique selling proposition is to combine our targets’ need of tradition with the endless personalization that comes with a Carnival cruise. The main idea is that Carnival does not provide one-sided fun, but a multi-faceted experience to all guests- giving them the power to make their vacation unique. Whether it’s with family or friends, Carnival is able to provide an appropriate setting for every getaway. This, in combination with our targets’ extreme loyalty and habitual tendencies, puts the brand in a great position to become a tradition within our target market’s lives. In regards to the primary market, our ships have an abundance of children’s activities to preoccupy their time, so that the adults can do things they enjoy. The secondary market can revel in choosing a variety of onboard options that fit their liking, having the opportunity to break off individually or be together. This ability to personalize and have variety will appeal especially to our primary targets because it will allow for more intergenerational travel.

Positioning

Carnival is currently positioned within the market as the “fun ships.” We do not plan to reposition as it would deter from the already well recognized brand image. Instead, we want to diversify the meaning of fun. The word fun can have so many definitions and in our independent research we found that every individual had their own unique idea of what fun was. Using this insight, our campaign will highlight Carnival’s all-encompassing attributes by targeting guest’s specific ideas of fun. The “Make it Yours” campaign insinuates high levels of personalization while appealing to our target’s sense of hard work and accomplishment.

Personality

Consumer perceptions of Carnival's brand personality are inextricably linked to its age old "fun" positioning. The brand is seen as an inexpensive large party. This has led to poor association of the brand as our two baby boomer target markets do not want what is considered a "bargain cruise," but would rather spend more money if it meant a higher value (54). This campaign plans to alter the personality to mime both our target markets: Carnival is a tradition while at the same time being versatile. It is part of the family, it is a best friend and it is a second home.

Starting the Tradition

Our target markets have fulfilling lives. They each have a unique quality that consumes their regular day: Gary and Linda worry about making it to their grandchild's soccer game or when they will see their extended family again. On the other hand, John and Karen are climbers, they bring work home on the weekends and take business calls during dinner. Both these lifestyles require a routine break to reconnect with what each target really cares about. A Carnival Cruise provides them with the experiences they crave while never running out of options. In order to achieve our campaign's objectives we need to focus on product placement and generating an emotional response.

- The focus of our campaign will be in the South and Northeast states. By putting a strong emphasis on regions where the targets live, in addition to some national campaigns, allows us to insert Carnival into the daily routines of our consumers. For example- Gary and Linda will see Carnival print ads in the magazines they read at home, while John and Karen will spot Carnival billboards on their drives to work.
- Carnival's advertisements, whether online or in print, will aim at creating a nostalgic response in our audiences. We want to link Carnival as a place they long for, either for a first time or as a homecoming. Gary and Linda will see a new way they can indulge their family, while John and Karen will envision an opportunity to see the world they often read about in the mornings before work. Since both are baby boomer generations and thrive on positive experiences (55), we can create brand loyalty through the assertion that Carnival is an occasion for tradition.

Media Scope

Campaign Timing

People are most likely to go on cruises from late June to August, February to April and around Christmas time. Low seasons for cruising tend to be from late April to May and from September to early January. It is recommended that people book their cruise vacations about 6-7 months in advance. For example, those taking a summer cruise should book their trip no later than January or February (55). This campaign will use the pulsing technique with heavy advertising occurring in the months that people are likely to book a cruise- such as January, May, August, September, November and December.

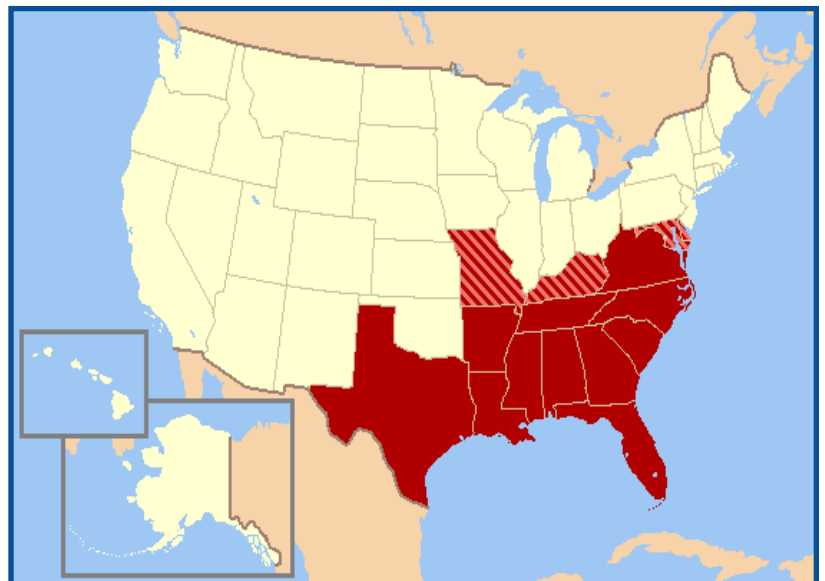
Daily/Weekly Timing

Since both of our primary and secondary targets are over 50 years old, broadcast advertising for radio should be in the morning on weekdays, where television advertising should be in the morning and the evening on both weekdays and weekends.

- Those ages 40+ are likely to watch television at some point between 5 AM and 9 AM, every day of the week
- More than half of those ages 50-65+ watch television between 5 PM and 9 PM, Monday through Friday
- Those ages 50-64 are likely to listen to the radio for an extended period of time between 6 AM and 10 AM

Location

Our primary target is grandparents and parents who are traveling with their children/grandchildren. About 35% of Americans age 55+ live in the South, a higher percentage than in any other region (56). Many Carnival Cruise ports are also located in cities in the Southern part of the United States. Because of the prominent older population, as well as the number of ports, there will be strong regional advertising in the south.



Advertising in Southern Port Cities

- Miami, Florida
- Tampa, Florida
- Fort Lauderdale, Florida
- Jacksonville, Florida
- New Orleans, Louisiana
- Charleston, South Carolina
- Galveston, Texas



Advertising in Southern Cities

- Atlanta, Georgia

Those living in the East Central part of the United States are 7% more likely than the average American to go on a Carnival Cruise(45). Carnival also has a port in Baltimore, Maryland making it more likely that people in this area will go on a cruise. Our secondary target also tends to reside on the east and west coasts of the United States. For this reason, there will be regional advertising focused in the relatively large, middle-class cities in the eastern part of the United States, as well as their surrounding suburbs.

Advertising in Eastern Cities

- Baltimore, Maryland
- Pittsburgh, Pennsylvania
- Boston, Massachusetts
- Newark, New Jersey



Media Allocation

The majority of our budget will be used for television and print advertisements. Television ads will be placed nationally in our heavy advertising periods and more locally in specific port cities during our off periods. We will focus more heavily on magazines, but our campaign will feature some advertisements in local newspapers.

The rest of the budget will be split up among radio, online/mobile and outdoor advertising.

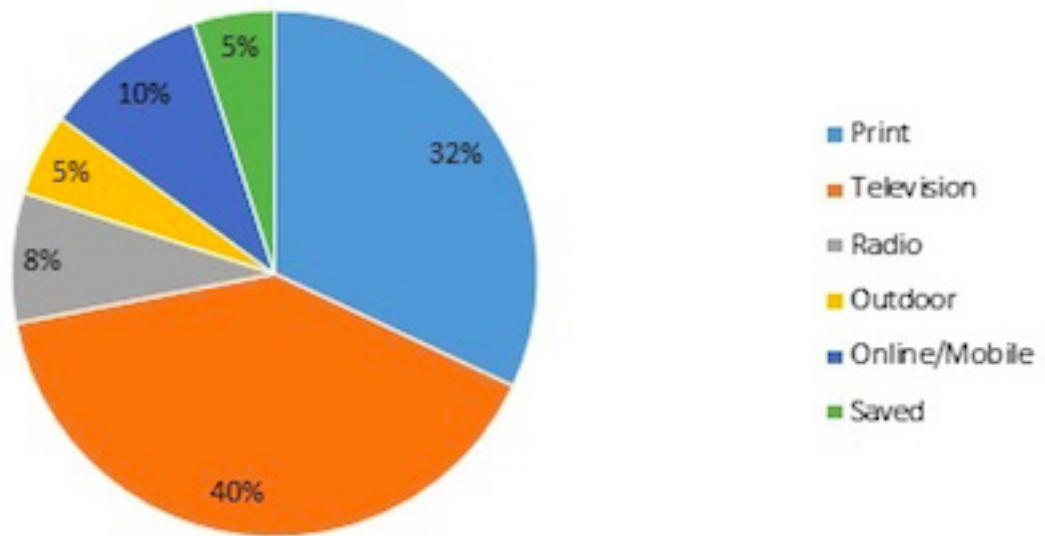
Outdoor advertising will account for a little over one half of the remaining budget because we will place billboards in several prominent cities on east coast and in the south, like Newark and Atlanta. Radio will account for a small fraction of this remaining budget because it is a relatively less expensive form of advertising.

The rest of the budget will be allocated to online/mobile because it is a strong way to reach the secondary market who is slightly younger than the primary market. This will leave \$4 million of our budget to be saved for PR and Promotions.

Below are rough budget allocations for different media venues:

Media	Budget Allocation
Television	24 Million
Print (Magazines/Newspaper)	19 Million
Outdoor	3 Million
Radio	5 Million
Online/Mobile	6 Million

Media Budget



Creative Brief

Carnival, as a brand, has a relatively stable position in the marketplace. In terms of the cruise market, Carnival is the first brand that comes to mind. That being said, Carnival is also associated with accidents and safety issues.

Problem Solving

The biggest issue the campaign must tackle is the negative connotations that consumers associate with Carnival. The main objective of the campaign is to increase brand loyalty and re-associate Carnival with a more diverse idea of fun. We want Carnival to be a vacation that the whole family or friend group agrees on.

In our interviews, the first thing that came to mind when mentioning Carnival were their past crisis, although those incidents would not necessarily deter them from taking a Carnival cruise. Therefore, we aim to create new associations for the Carnival Cruise Line.

Main Idea

The key concept of the campaign is to focus on personalization by diversifying the idea of fun. Print and digital media that emulates vintage travel posters will impart a sense of tradition. Within each advertisement, we will highlight a specific characteristic that our targets can experience while on Carnival. The tagline, “make it yours” will further encourage a concept of personalization that resonates with each target group.

- Gary and Linda: Carnival offers an opportunity to bring groups of people together in an environment that caters to both the individual and the group as a whole. There is fun for all ages on a Carnival cruise.
- John and Karen: Carnival is a vacation that will help them take their minds off of their work and careers and allow them to truly enjoy themselves.

After seeing our campaign and emotional appeals, we want our targets to think of Carnival as a vacation that brings people together and creates a nostalgic, timeless idea of fun. We want people to see Carnival more as an unforgettable experience that will meet the needs of each individual.

Why Carnival Matters

The target markets should believe in Carnival because they have a longstanding reputation with being a fun ship and through our campaign we can extend this idea by diversifying the idea of fun. Carnival caters to everyone's idea of fun, thus allowing multi-generational families to each have their own unique cruise experience.



CREATIVE PLAN

Lauren Bren | Creative Director

Strategies

Who is our target market and what do we know about them? We know that they are older couples who are looking for a vacation where they can spend time with family or with adult friends. In order to convey the concept of “fun” in ways that resonate with this age group, Agency 608 developed an advertising campaign that compares modern day vacations to those of the past. Through distinctive and vibrant vintage-inspired advertisements, we hope to provoke a sense of nostalgia that brings our target consumers back to their younger days when they were on vacation with their families. Furthermore, these advertisements will indicate how Carnival Cruise Lines continues to provide the same fundamental vacation experience that they always have.

The Big Idea

The big idea for our campaign is to **diversify** the idea of “fun” by depicting Carnival Cruises as a vacation that caters to both the individual and group as a whole. Through a two-pronged campaign that displays the variety of experiences Carnival offers, we hope to show our target consumers that there is **fun for all** on a Carnival Cruise. We looked to the past for inspiration as a way to demonstrate that Carnival Cruises are more than just a vacation; they are **experiences** that will last a lifetime. Through the emotional appeal of our campaign, we hope to rebrand Carnival’s image as a low-cost “party” vacation into a **tradition** for families, friends and fun.

Key Elements

The core element of our campaign is the tagline “**It’s an occasion for fun. Make it yours.**” The various advertisements will substitute the word “fun” for other common vacation values of both our primary and secondary target consumers. We believe this tagline will promote the diversification of “fun” by showing that Carnival Cruises are an occasion fit for all while simultaneously allowing our consumers to fill in the blank with what they cherish most about vacations: travel, adventure, family, leisure, mingling and many more. The vintage look of our ads is another central element of our campaign. Their tone will trigger vacation memories of our target consumers’ and encourage them to provide their families with the same experiences they may have had, thus turning Carnival Cruises into a valued tradition.

Print Advertisements

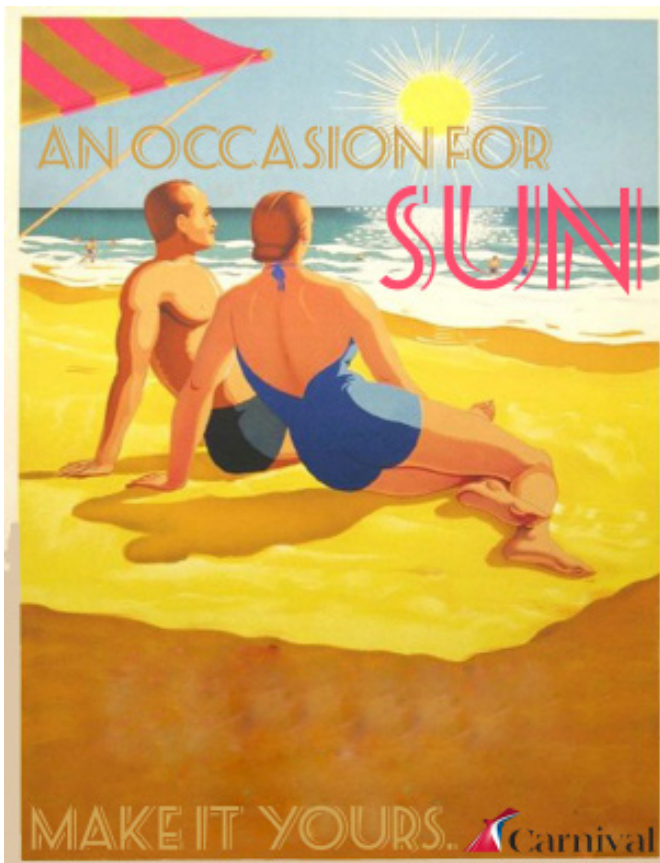
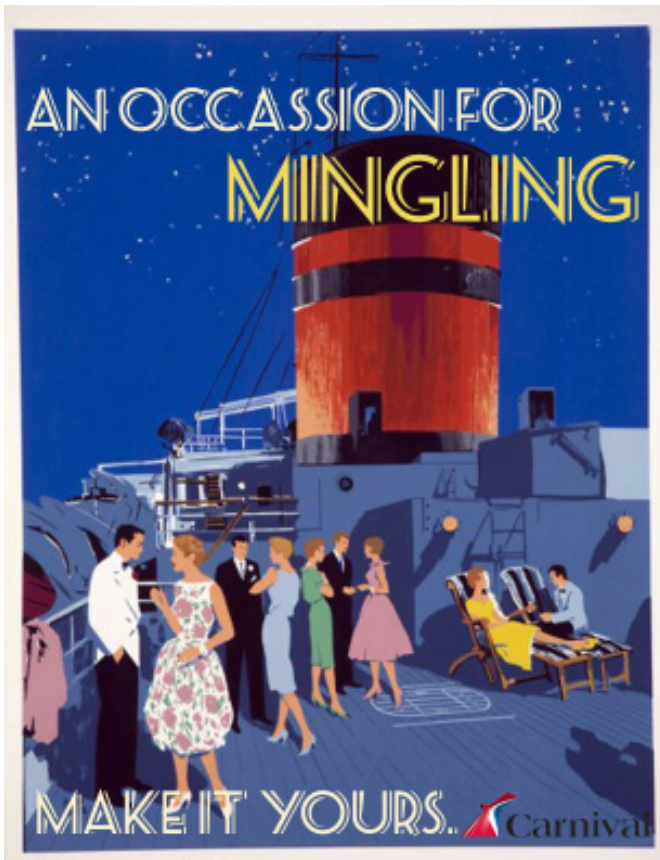
Magazine Ads: Primary Market



Rationale

These ads were designed with our primary target market in mind: elderly couples who are traveling with their children and grandchildren. We hope the vintage-feel of these ads will trigger their memories and bring them back to the days when they were young and on vacation with their families. Since they value tradition and family-time, these ads will show them that Carnival Cruises can offer them the same vacation experiences they had when they were young. Furthermore, the unique illustrations and vibrant colors of the ads will stand out not only amongst other cruise advertisements, but also amongst the clutter of various ads within the magazines themselves.

Magazine Ads: Secondary Market



Rationale

This set of advertisements have the same vintage-feel, but are focused towards a secondary target market: older married couples who are traveling with adult friends. They are indulgent and value new experiences. We hope these ads depict Carnival Cruise Lines as a high-class brand that continues to uphold its quality of service and provide customers with an unforgettable vacation experience.

#MAKEITYOURS

Broadcast Advertisements

Radio Ad Script

VO1: Grandma, come watch me go down the slide!

VO2: Okay sweetie, I'll be waiting at the bottom.

SOT: Water splashing and children laughing

VO3: It's an occasion for family. Make it yours with Carnival Cruise Lines.

Rationale

This radio ad is directed at our primary target market because they are more likely to listen to advertisements on the radio. It is meant to elicit imagery that will resonate with their values of family and tradition. By using the voice of a little kid, the consumers will be reminded of their own children as well as their grandchildren. The dialogue is meant to generate a sense of nostalgia amongst this target market and encourage them to go on a Carnival cruise with their family. The dialogue also shows that Carnival cruises are age-friendly and provide fun for all, young and old.

Television Advertisements

Since the majority of our advertisements have a vintage feel, we wanted to create television advertisements that highlight the current, updated features of a Carnival cruise. The modern photographs in our television ads will directly contrast with the rest of our campaign. This contrast will show that although Carnival as a company has evolved and improved over the years, it continues to provide the same values of a great vacation: family time, play time, new adventures, fun and many more. These ads will further the idea that Carnival is more than just a vacation. It is an experience.

Key Aspects

1. Photographs that diversify the idea of "fun" by showing people of all ages participating in a variety of activities that Carnival Cruises can provide.
2. Modern images that contrast the present with the past as a way to generate nostalgic feelings and bring back vacation memories of both our target markets

Television Ad: Primary Market



SOT: Soft music playing faintly in the background throughout whole commercial

VO: It's an occasion for travel...



Video cuts to kids on the beach

VO: It's an occasion for playing...



Video cuts to family playing in water

VO: It's an occasion for family...



Video cuts to kids jumping on beach

VO: It's an occasion for fun...



Video cuts to Carnival ship deck

VO: Make it yours.

Rationale:

Although this commercial deviates slightly from the overall vintage theme of the campaign, they provide a more realistic setting for the primary target market to envision how a modern-day Carnival Cruise might be spent with their families. By contrasting the past with the present, these commercials emphasize how the values of these target consumers - family, fun, travel, play - have transcended time and continue to be an important part of what Carnival vacations have to offer. The commercial ends with the staple tagline "It's an occasion for fun, make it yours" since diversifying Carnival's core concept of "fun" is the big underlying idea of the campaign.

Television Ad: Secondary Market



SOT: Soft music playing in background throughout whole video

VO: It's an occasion for a get-away...



Video cuts to couple on beach watching the sunset

VO: It's an occasion for new adventures...



Video cuts to shot of theater on ship

VO: It's an occasion for entertainment...



Video cuts to couple playing and laughing on the beach

VO: It's an occasion for fun...



Video cuts to nighttime shot of Carnival ship deck

VO: Make it yours.

Rationale:

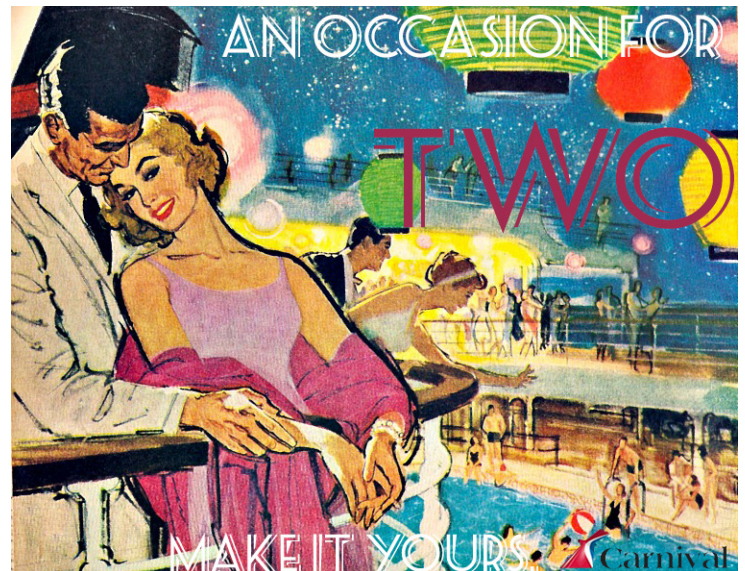
This commercial uses the same modern-day contrast, but is directed towards our secondary target market. By highlighting the more luxurious parts of a Carnival Cruise, we hope to show these consumers that what they treasure about vacations- a getaway from their careers, adventure, entertainment, fun - have been and still are central components of the Carnival experience. This commercial again ends with the staple tag-line "It's an occasion for fun, make it yours" in order to reiterate the idea that Carnival Cruises enable people to personalize their fun.

Online Advertisements

Static Online Ads



Primary Market



Secondary Market

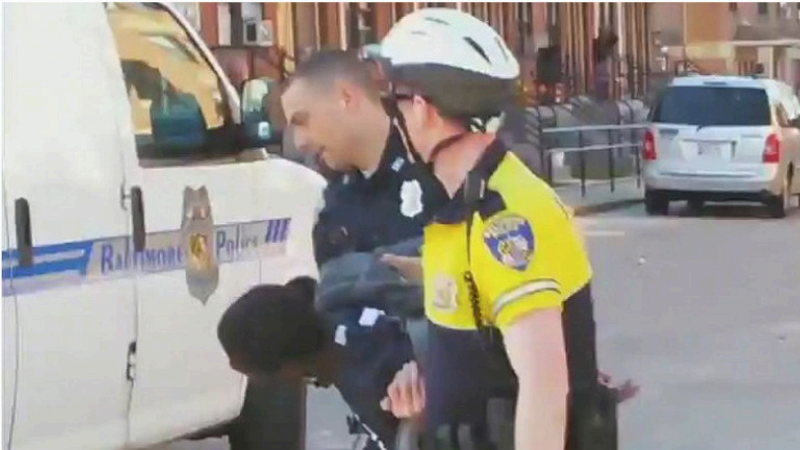
U.S. Edition ▼ New York City, NY 69° Sign in | MyCNN

CNN News Video TV Opinions More...

U.S. World Politics Tech Health Entertainment Living Travel **Money** Sports

Watch Live TV

What happened in the van?




Focus turns to Freddie Gray's ride to police station

The mystery grew more complex Thursday as new reports put the focus on the 40-minute trip. [FULL STORY](#) | [PHOTOS](#) | [WATCH LIVE: Protests in Philadelphia](#)

Prosecutor comes from a long line of police officers.

Top Stories

- Navy to escort U.S. cargo ships near Iran 11 m
- Space probe slams into planet 31
- Amazon founder launches rocket in surprise test
- Man hits woman, flees scene 51
- Judge reduces 3 educators' sentences 21
- Germany thwarts Islamist attack 41
- How Rand Paul learned to talk to black people
- NFL Draft tonight: Round-by-round, team-by-team predictions



Rich Media Online Ads: Cinemagraphs

Cinemagraphs are a relatively new innovation in the advertising world that take still photographs and incorporate looping video elements. This visual trick is designed to make the consumers stop and watch. This format is unique because it offers something that neither static nor video ads can. They take the best of both and combine them in a way that is does not demand immediacy, but still captures consumers attention.

The non-instrusive and non-disruptive nature of cinemagraphic ads make them the perfect way to engage our target consumers. Our vision for Carnival's cinemagraphic ads is to use old video rolls from cruise vacations, take still shots of relevant scenes and then incorporate a video loop into the still shot. We believe that using this modern technique on vintage images will create distinctive advertisements that appeal to our target markets in a reminiscent way.



Primary

The little boy in this photo will be waving his hand while the rest of the photo remains still. This photo will resonate with our primary target market because it depicts a multi-generational family on a cruise ship. The photo also stays consistent with our vintage-theme because it is an old photograph, thus helping to creating a sense of tradition with the Carnival brand.



Secondary

The lady in the front of the photo will be laughing while the rest of the photo remains still. This photo is relevant to our secondary target market because it shows older women onboard a cruise ship relaxing with their friends. Since it is also an old photograph, the photo shows that Carnival cruises have always been vacations that bring people together.

Outdoor Advertisements

Billboard: Primary Market



AN OCCASION FOR

FRIENDS

MAKE IT YOURS.. Carnival

MEDIA PLAN

Laurel Stutz | Media Director

Target Audience

Primary Audience

By collecting data from Simmons OneView, we established a primary market for Carnival Cruise Lines. Our primary target consists of a couple named Gary and Linda, an extremely family-oriented pair that are likely to be traveling with children and/or grandchildren. They are most likely to reside in the Southern and Midwestern parts of the United States. We will focus a large amount of our advertising on the Garys and Lindas that reside in the Southern Part of the United States because most Caribbean port cities are in this area. Some examples of these cities include Tampa, Charleston and Galveston. Because Gary and Linda tend to be a working couple, most of our television and radio advertising will be done in the morning and early evenings. This way we will be able to reach them in the hours that they are home, as well as when they are making their commute to work. Our outdoor advertising will be placed in the larger cities that Gary and Linda are commuting to, as well as their surrounding suburbs. This makes the advertising accessible to those in cars and those taking public transit.

Secondary Audience

Our secondary audience is John and Karen. John and Karen have devoted most of their lives to their careers. They tend to live in the Northeast and Pacific parts of the United States and value new experiences, making them more adventurous and open to new things. For this reason, we will direct more of our online and mobile advertising to John and Karen, who are more likely to be updated on technology. We will focus our advertising on the Johns and Karens that live in the Eastern part of United States because they are closer to Caribbean ports. Ports that are in the Pacific part of the United States often only go to Mexico, an area that we are not focusing on. Because John and Karen are driven by their careers we will focus advertising in several large, East Coast cities, like Baltimore, Pittsburg and Boston. Outdoor advertising will also be placed in cities like these, as well as their surrounding suburbs because it will allow us to reach those making commutes to work in cars or by public transit.

Reach and Frequency Goals

The goal of our campaign is **high frequency** and **medium reach**, which will be done by continuing to place advertisements in the Southern and Eastern parts of the United States during lighter months. Our primary market tends to be loyal consumers who use the same brands over and over. Our creative campaign plays off the idea of tradition by encouraging inter-generational travel and repeat cruising. By reaching the same people more frequently, specifically, our markets in the east and south, we will stay on their minds and be able to **create a stronger relationship** with them.

Campaign Duration

Campaign Start/End Dates

Our campaign will begin on January 1st, 2016 and end on December 31st, 2016. People are very likely to go on cruises in the summer from late June to August, and it is recommended that cruises are booked no later than 6 to 7 months in advance. This makes both January and December ideal booking times for summer cruisers, so it is crucial that our target markets are aware of our brand at these times and that we are advertising for the entirety of these months. August will also be a crucial month for advertising due to the Summer Olympics that will be held in Rio de Janeiro, Brazil from August 5th to August 21st. Consumers are likely to go on cruises in early spring, as well as around Christmas time, making the end of summer and early fall crucial booking periods. The Olympics offer a perfect outlet for reaching both of our markets. The spring golf schedule is also an important series of dates to consider because Gary and John, the men in the primary and secondary markets, tend to frequently watch golf.



Timing

Since both of our target audiences are middle-aged, they tend to be early risers and have early starts to their day. Both Gary and Linda, and John and Karen, are likely to watch television and listen to the radio in the morning, often before 9 AM. This means a large amount of our radio and television ads should be placed in the morning, on weekdays, when our audience is getting ready for their day or heading to work. Both markets are also likely to watch television in the early evening on weekdays, so some of our television ads will be placed primetime on weekdays.

Less advertising will be done on the weekends, but we will focus some of our television ads on Sunday evenings. Our primary audience is very family-oriented and because Sunday nights are usually a relaxing end to the weekend, most family members will be at home making it a perfect time to reach all aspects of the primary market. We will also place advertisements in newspapers only on Sundays, as this is the day that papers are most frequently purchased. These Sunday papers will be a good way for us to reach John and Karen (secondary market) who are worldlier and like to be informed on international and domestic affairs.

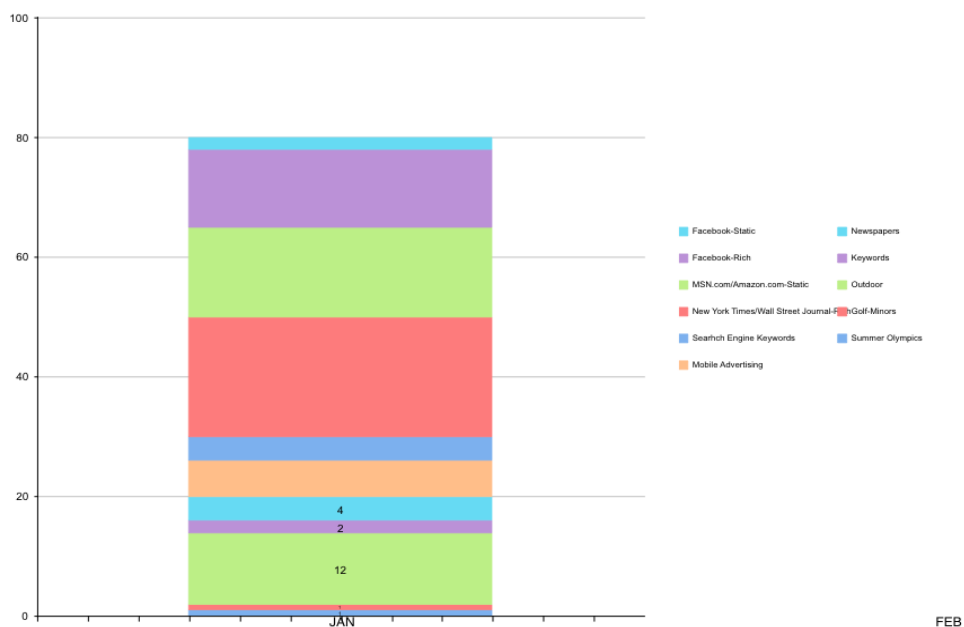
Media Scheduling Strategies

Pulse Advertising

We plan to use pulse advertising for our campaign, advertising heavily in the months that people are likely to book a cruise and pulling back slightly in the remaining months. This means heavy advertising will be done in January, May, August, September, November and December, and lighter advertising will occur in February, March, April, June, July and October. In the months we are advertising more frequently, our presence will be larger nationally, with a focus on television. In the off months, we will have a greater focus on local advertising through less expensive mediums, such as outdoor, social media/internet and radio. It is important to advertise locally all year round because people living near port cities have more accessibility and can book a cruise on a whim, while people living farther away will require more planning for things like air travel.

Aperture

Our campaign will begin on January 1st, 2016 with heavy advertising. January is an ideal month to begin advertising to our consumers because it is around the time that people begin to consider and book summer vacations. It is a month where temperatures tend to be lower, even in warmer areas like the South, so the idea of a getaway to somewhere warm is on the minds of our consumers. PR and Promotions will also have a kickoff competition in January helping to reinforce our campaign. Heavy advertising will then letup for the months of February, March and April, but will not completely stop. By decreasing our advertising after a month of initial exposure, consumers will not feel overwhelmed or irritated by our campaign. As our advertising picks up again in summer, specifically during the summer Olympics for potential Christmas time cruisers, PR and Promotions will be launching an event that has to do with the Olympics.



Regional Emphasis

Primary Audience

Our primary audience tends to live in the southern and Midwestern parts of the United States. According to Simmons Oneview, people from the South are much more likely to go on Carnival Cruises than people from other regions of the United States. It is for this reason and the fact that many Caribbean ports are in this area, that we will focus a large portion of our advertising on prominent southern cities and prominent southern port cities. These cities will include:

- Miami, FL (port city)
- Fort Lauderdale, FL (port city)
- Tampa, FL (port city)
- Jacksonville, FL (port city)
- Galveston, TX (port city)
- Charleston, SC (port city)
- Atlanta, GA

Secondary Audience

Our secondary audience tends to reside in the eastern and pacific parts of the United States. Because those living on the East Coast are more likely than the average consumer to go on a Carnival Cruise, as well as the fact that there is a Caribbean port in Baltimore, Maryland, we will have a large regional focus in the East. Advertising will occur in larger, middle-class business cities and their surrounding suburbs, so the secondary audience will be reached on their commute from their homes into the larger cities where they work through mediums such as outdoor and radio. These cities will include:

- Baltimore, MD (port city)
- Boston, MA
- Newark, NJ
- Pittsburgh, PA

We included Newark, New Jersey on our list instead of New York City because Newark is slightly smaller, so advertising will be cheaper. Many people who live in Newark work in New York City and commute there daily, so it offers a way for us to reach these business-oriented New York workers for a smaller portion of our budget.

Media Expenditures

Through research conducted in Simmons OneView, we decided what percentage of our budget to spend on different mediums, with television being the medium most frequently consumed. The rough budget percentages are as follows:

- Television - 36%
- Magazines - 15%
- Newspapers - 16%
- Outdoor - 6%
- Radio - 6%
- Online - 10%
- Mobile - 3%

*This adds up to about \$56 million. The remaining \$4 million will be used for PR and Promotions and saved.

Non-Impact Media Spending

MEDIA CATEGORIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Cable Television Primetime	42				33			20	41		20	30	186
National Television Daytime	15				12			7			7	10	51
National Television Primetime	27		12		27		5	15	20		15	30	151
National Radio Morning Drive	100	50	70	50		150	35	70	60	10	80	60	735
National Radio Evening Drive	20		22		18					22		40	122
Spot Radio Morning Drive	100	50	50	20	55	20	30			50	130		505
Spot Cable Television Primetime	45				55			30	30		27	45	232
Spot Television Primetime	20		5		35			25	25		35	22	167
Spot Television Daytime	25	20			35		15	24	40		18	30	207
National Magazines General		10	7	10		13	7			8			55
National Men's Magazines		5	8	5		5		8		6			37
National Women's Magazines		40	25	40		25	30	25		50			235
SUM TOTAL	394	175	199	125	270	213	122	224	216	146	332	267	

Impact Media Spending

MEDIA CATEGORIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Summer Olympics								1					1
Golf-Minors					1								1
Outdoor		12	12	12		12	12		12	12			84
Keywords	2	2	2	2	2	2	2	2	2	2	2	2	24
Newspapers						4				4			8
Mobile Advertising	6				6		6			6			24
Search Engine Keywords	4	4	4	4	4	4	4	4	4	4	4	4	48
New York Times/Wall Street Journal-Rich	20	10		5	15		10	20	20	5	15	20	120
MSN.com/Amazon.com-Static	15		15		10		5	15		10	15	15	100
Facebook-Rich	13		5		10	4		10	10		10	13	75
Facebook-Static	2	10	3	10		5	10			10			50
SUM TOTAL	62	38	41	14	48	31	14	52	48	53	46	54	

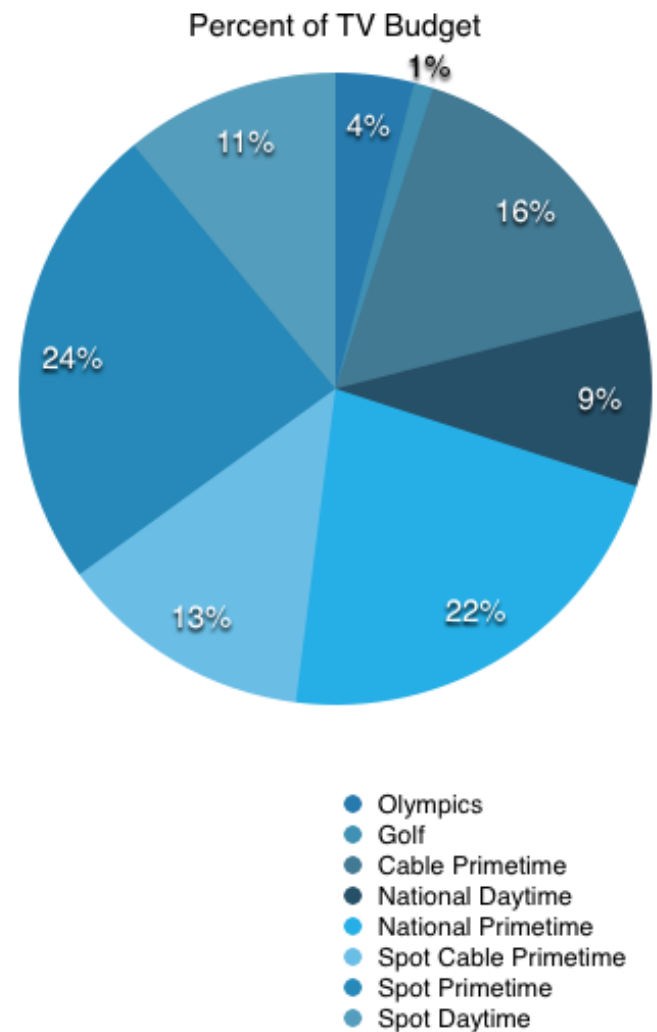
Media Usage Analysis

Television

We chose to spend the majority of our budget on television because both of our target markets are older and tend to watch television frequently. A large portion of the budget spent on television went towards spot television because we are aiming for higher frequency. By targeting specific markets in the Eastern and Southern parts of the United States, we will better reach our target audiences, as well as work towards building a communication relationship with these people.

Through data collection in Simmons On-view, we found that both of our markets are likely to watch television in the morning, specifically between the hours of 5 AM and 9 AM on weekdays, and in the evening primetime hours, usually anywhere from 5 PM to 9 PM on weeknights. Since the majority of our target markets are going to a regular job, advertising in the morning daytime hours, as well as the evening primetime hours is beneficial because these are the times where our market is home the most.

Although, most of our television advertising will occur on weekdays, some of our primetime advertising will also be done on Sunday evenings because both of our target markets are more likely than the average consumer to watch television between 5PM and 9 PM on Sunday nights. Also, both are much more likely than the average consumer to watch NBC Sunday Nightly News. We also found that both audiences use cable and network television channels.



Cable: AMC, CNBC, CNN, Fox News Channel, TCM, Weather Channel, Lifetime

Network: ABC, CBS, NBC, Fox, PBS, ION, MyNetwork TV

Some of the television shows we will be advertising on are listed below with their index numbers broken down by the ages of our markets:

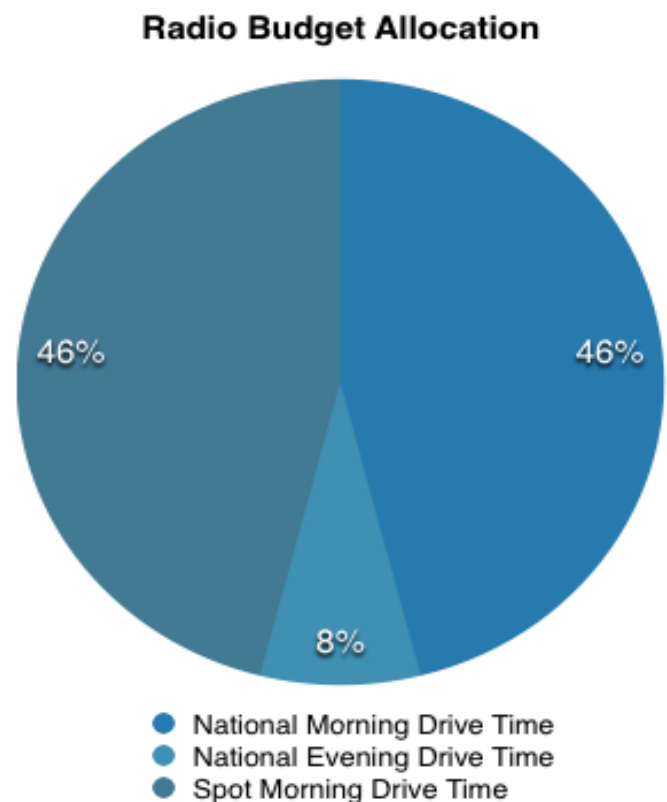
- 20/20 on ABC: index level of **171** for those 55-59
- American Experience on PBS: index level of **182** for those 55-59
- Antiques Road Show on PBS: index level **over 142** for those 55+
- Criminal Minds on CBS: index level **over 130** for those 50-59
- ION Sunday Evening Movie: index level **over 135** for those 50-59
- The Mentalist on CBS: index level **over 159** for those 55+
- Who Do You Think You Are? on NBC: index level **over 139** for those 50+

Both our primary and secondary markets are likely to watch these channels and television shows. Most of our advertising will occur around morning and evening news broadcasts.

We will also be advertising during Golf Minors, which is a good way to reach the older, male half of our primary market, and during the 2016 Summer Olympics, which will be a way to reach our primary and secondary markets.

Radio

Most of our radio budget will be spent during **morning drive times** because both our primary and secondary markets tend to be employed. Through research conducted in Simmons Oneview, we found that both our primary and secondary markets are very likely to listen to the radio for an extended period of time on weekdays between 6 AM and 10 AM, most likely on their commute to work. Most of our Spot Morning Drive Time advertising will be done in the off months as a way to reinforce our National campaign for the people who live in the Southern and Eastern parts of the United States.



Magazines

We will be advertising in general interest, men's interest and women's interest magazines because both our primary and secondary markets fall into these categories. Through research in Simmons Oneview, we found that our consumers are very likely to read food, travel, business and news magazines. Some examples of different magazines we will be advertising in are listed below with their index levels broken down by different ages of our primary and secondary markets:

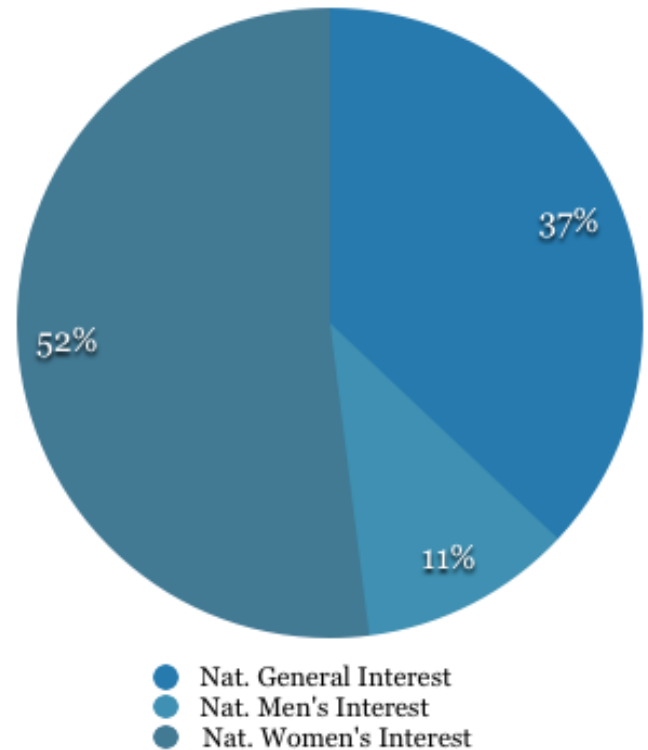
General Interest

- Endless Vacation: index level **over 150** for those 55+
- Food and Wine: index level of **171** for those 50-54
- Newsweek: index level **over 145** for those 55+
- Travel + Leisure: index level of **125** for those 55-59
- Forbes: index level of **165** for those 50-54

Women's Interest

- Country Living: index level of **181** for those 50-54
- Woman's World: index level of **170** for those 55-59
- Ladies' Home Journal: index level of **178** for those 60+
- Southern Living: index level **over 130** for those 50+
- Good Housekeeping: index level **over 130** for those 50+
- Gardening How-to: index level of **188** for those 50-54

Magazine Budget Allocation



Men's Interest

- Golf Magazine: index level of **203** for those 60+
- North American Fisherman: index level of **213** for those 50-54
- Fortune: index level of **240** for those 55-59

There is a strong overlap in the magazines that our primary and secondary markets read. Because our creative campaign is different from most and does not use real photographs, it will stand out in print, especially brightly colored magazines.

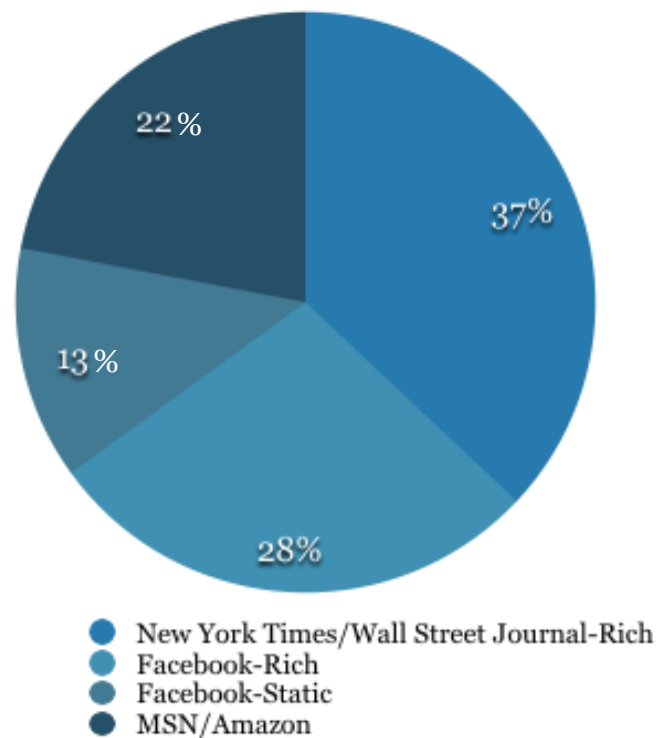
Internet

Although our primary and secondary markets tend to be older in age, internet is still an important aspect of their lives. Through Static and Rich media advertising on sites like Facebook, MSN, the New York Times, the Wall Street Journal, and Amazon and search engine keywords, we will effectively be able to reach both our primary and secondary markets.

Though social media is not as important for older populations, according to Simmons Oneview, 38% of those ages' 50-54 use social media, as well as 27% of those 60-64. In the past several years, the average age of those on Facebook has risen, therefore Facebook is a good medium to reach our markets. Facebook is also a very targeted form of advertising, so we will be able to reach our exact markets directly. We chose to do mostly rich advertisements on Facebook because we will be able to create a conversation with our specific markets because it is so targeted. We will still have other active social media accounts, like Twitter and Instagram, but we will not use this specific type of advertising on them.

Websites like MSN, Amazon, The New York Times, and The Wall Street Journal will be good ways to reach our secondary market because they value being informed on current events and being up to date on new things. We will be using rich advertisements for the Newspaper websites and static media for Amazon and MSN. Rich media will allow us to continue conversation with these consumers, where the static advertisements will be used as a way to reinforce our ad campaign.

Internet Budget Allocation



Search engine marketing will also be an important way for us to reach our markets. We will have four promoted words a month for the entire year. Some examples of promoted words/phrases we will use are listed below:

- Cruise
- Caribbean vacation
- Affordable vacation
- Easy vacation
- Nickelodeon (This will help create a link between our partnership with Nickelodeon)

Newspapers

The portion of our budget that we will spend on newspaper advertising will **only be done in four spot markets for two months**. These spot markets will include Baltimore, Miami, Charleston, and Atlanta. We did not want to spend a large amount of our budget on newspapers due to the poor image quality of print ads, but because our creative campaign uses old-fashioned images, they will look okay in black and white. Therefore, we will only place advertisements in these four cities in months where we are doing less advertising (June and October) as a way to reinforce our national campaign for our primary and secondary markets that are living in the south and east. Newspapers will be a better way to reach our secondary target than the primary target because they value being educated on domestic and foreign affairs. The newspapers we will advertise in are listed below:

- The Atlanta Journal
- The Miami Herald
- Charleston Post and Courier
- The Baltimore Sun

Outdoor

Our outdoor advertising will be done in 12 spot cities for 8 months. These cities will include Boston, Baltimore, Newark, Houston, Charleston, Tampa, New Orleans, Atlanta, Pittsburg, Fort Lauderdale, Miami and Galveston. Because both our primary and secondary markets tend to be employed, they will be in transit to and from work, as well as other times throughout the day. We will use outdoor advertising as a way to **reinforce** our print and broadcast campaigns and keep Carnival on the minds of our consumers. It will be important for some of our outdoor advertisements to be in the surrounding suburbs of Baltimore, Newark, Pittsburg and Boston because our markets will most likely be commuting from these suburbs into the city for work. Some outdoor advertising will also occur in these larger cities because our secondary market is also likely to use public transit (**index level of 134**).



Mobile

Mobile advertising will occur in Boston, Baltimore, Tampa, Atlanta, Pittsburg and Charleston in January, May, July and October. Excluding January, these are all months that we will not be doing as much television advertising, therefore we will use mobile to stay on the minds of our consumers. It is important that we include the east coast cities to reach our secondary market because they tend to be slightly younger and therefore will be more tech savvy. Our mobile advertising will consist of mostly banner ads and rich media. This will help us get traffic to our website when people see these ads on their phones and allow us to create a conversation with our consumers.

Total Media Spending	\$ Allocation	% Allocation
Impact Media Spending	\$22,464,039	40.11%
Cable Television Primetime	\$3,353,796.10	5.99%
National Television Daytime	\$2,012,277.66	3.59%
National Television Primetime	\$4,695,314.54	8.38%
National Radio Morning Drive	\$2,012,277.66	3.59%
National Radio Evening Drive	\$335,379.61	.60%
Spot Radio Morning Drive	\$2,012,277.66	3.59%
Spot Cable Television Primetime	\$2,683,036.88	4.79%
Spot Television Primetime	\$5,030,694.15	8.98%
Spot Television Daytime	\$2,347,657.27	4.19%
National Magazines General	\$3,353,796.10	5.99%
National Men's Magazines	\$1,006,138.83	1.80%
National Women's Magazines	\$4,695,314.54	8.38%
Total Spending	\$56,000,000	

PUBLIC RELATIONS PLAN

Aleesha Halbach | Public Relations Director

Objectives

As stated in the campaign strategy, our goal is to improve the current perceptions of Carnival Cruise Lines by changing the attitude the target markets have with Carnival brand. By gauging the thoughts of various stakeholders, many have perceived Carnival as being less luxurious and unsafe than other cruise lines as outlined in the situation analysis. Carnival Cruise Lines' public relations and promotions team will therefore be an extension of its media and creative plans and look to expand off the existing idea of "fun." A large goal is to create new versions of this term for future travelers. It will be important to showcase Carnival Cruise Lines' options of "fun" for all people traveling with both family and friends to create a more positive association with the Carnival brand. Keeping in mind the intergenerational family traveling aboard Carnival Cruise Lines, it is important to communicate Carnival's traditions to assert brand loyalty and highlight Carnival's uniqueness. It will be the role of the public relations and promotions to continue to showcase this brand association for current and future travelers through new initiatives, partnerships, destinations and outreach based on consumers behaviors to make each event personalized and unique to them.

Important Issues to Stakeholders

Carnival's targeted consumers are two-fold, both primary and secondary. (All data taken from Simmons OneView)

Primary Consumer

- This consumer values tradition and spending time with family. They indulge their children and grandchildren with extravagances, but only do this every so often as they are the typical middle class consumers who have worked hard for their money. This target market is a part of the baby boomer generation and holds conservative views toward their values and morals.
- According to iPoll, a majority of people (59%) enjoyed spending their vacations with their family and 20% of them enjoyed spending time with their spouse. This data confirms that many cruisers are traveling with their families.

Secondary Consumer

- This consumer values hard work and climbing to the top of the corporate ladder. They tend to enjoy the finer things in life and are more often inclined to join a business or country club, and are open to new experiences. They tend to be more creative individuals, pay attention to worldly affairs and care about more liberal causes such as the environment.

Destination Stakeholders

- The destination of cruise ships plays a large part in the tourism economy. Caribbean destinations are the most common ports of call for Carnival Cruise lines as Mintel indicates, the Caribbean accounts for one-third of global itineraries and cruise ship deployments. Mintel found past cruisers are more likely to be future cruisers, and respondents who have taken a cruise ship vacation within the past five years are more likely to do it again, therefore playing a large role in the country's tourist capital.

Influencing Public Opinion

Through the monitoring of Lexis-Nexis, Carnival has seen news surrounding last year's concert series and the generated buzz about the launching of newest ship in 2016. The goal is to keep these positive stories in the news for the next year to come, and to address some of the issues that are important to the target markets. According to Mintel, Carnival had an overall 70% positive sentiment. Carnival will offer a diverse meaning of "fun" on its ships as well as being mindful of the secondary market's concern on the environment. As Carnival launches its new ship Vista in 2016, many new updates will be made to this ship and others to exceed environmental regulations (57). In order to relay this to the public, Carnival will have to be vocal about their improvements. In addition, it will always be in Carnival's best interest to combat the issue of negative connotations of Carnival being the "cheap cruise." During conducted interviews, past crises and incidents were an issue. It will be important to manage public opinion by publicizing news positively, as well as being open and transparent if something were to go awry.

Strategy

Encouraging Media to Cover Events

The main part of the media relations strategy will include the creation of a "media central." This will be a hub for reporters, trade magazines, travel agents, past cruisers and airlines to meet in a central place and talk about Carnival Cruise Lines, and reporters to have content to write about in their publications. The goal of this hub is to shape positive media around Carnival and its initiatives. This will prove beneficial when making connections and positive relations with the media. Media central will happen twice a year at various ports of call, and will happen outside of large events, for example the launch of Carnival's new ship, Carnival Vista. Press and media and guests will be treated with VIP service and will have full access to Carnival resources. In addition to this media coverage, Carnival will create press releases for each event and send out to its predetermined press list. This press list will be made up of local TV stations, newspapers, travel & leisure trade magazines and bloggers. Pitching will be done through social media and email. Carnival will also include photos when available, and will give journalists full disclosure information to make reporting easier. With due diligence and formed relationships, Carnival can make impactful relations with the media.

Contacts

Carnival will contact news sources including television, print magazines and newspapers in order to gain important media coverage of events and timely news. There will be a distinct and large outreach to national TV channels including FOX News, CNBC and CNN to earn coverage and placement targeted at Carnival's primary market. Outreach to Carnival's secondary market will include ABC and CBS. Carnival will look to target MSNBC when looking to earn coverage for both markets. In print, Carnival's primary market will be targeted through publications such as Bon Appetit and Golf Digest and the secondary market will be targeted through Forbes magazine. In all relations of the media, Carnival will be sure to extend a note of thanks to continue to build relationships for future coverage. (See appendix for media list)

Reasoning

According to Simmons OneView and as stated in the campaign strategy, Carnival's primary consumers value spending time with their families, indulge in their time with their grandchildren, have worked hard for their money and are conservative in their values. Therefore this primary market is focused on conservative news outlets, and reading publications that align with the way they live their life. Carnival's secondary consumers are slightly different than the first, but share some similarities. They have also worked hard for their money, but enjoy spending money on themselves rather than family. The secondary market is more liberal in their thinking and tends to lean toward news and publications that reflect their beliefs.

Tactics

"Concert in Paradise" Series

- In 2014, Carnival Cruise Lines hosted big musical acts to perform live on their ships. There was a total of 49 performances from 15 performers including names like Jennifer Hudson, Lady Antebellum, Daughtry, Gavin DeGraw, Martina McBride and Olivia Newton-John on eight of the Carnival ships. In the past, tickets cost attendees anywhere from \$20-\$40 and for more money travelers could receive a meet-and-greet, photo sessions, seating in the first three rows and a commemorative concert pass (58).
- To continue this successful partnership between the musical acts and Carnival Cruise Lines, it is proposed Carnival sails to its private island retreat, Half Moon Kay (59), for a week long outdoor island concert series. This will create hype among the passengers sailing to the island situated between the Caribbean and the Panama Canal, and will also drive revenue and publicity.

- This partnership would benefit Carnival Cruise Lines because it would become the staple event of the tour and will differentiate Carnival over other brands. A number of ships would sail to this destination and be in port for one week. Here the musical acts would perform on the beach and land, and it could become an integral way customers could foster a positive experience with the Carnival brand.
- Appealing to the intergenerational aspect of Carnival, the series will also offer child-friendly programming to occupy young children and families. By having this diverse group of musical acts, it will appeal to many interested cruisers and their idea of “fun.”
- Preparation will begin before the event and Carnival will create its own hashtag, **#CrnlK16**, meaning Carnival in Half Moon Key 2016. This will make media easy to track, and will help Carnival gain trending status on social media networks. A press release and media kit materials will be made available for press three months before the launch of the event.

“Sail the Ocean with Nickelodeon”

A partnership with Nickelodeon, the TV network and kid favorite channel, will bring in a substantial amount of revenue for Carnival Cruise Lines. By customizing many of the activities on the ship with themes from Nickelodeon such as rides, entertainment and food, the ships can appeal to parents and grandparents who have younger grandchildren. Many ship goers behaviors lie in beaching and water sports, and this would get their kids involved in these such things. Carnival, now focused on making memories and securing tradition, will have a customized ship and partnership that will bring families together. By creating this innovative environment, families will be sure to create lasting memories and traditions.



“Dine with the CEO”

An opportunity coming out of our SWOT analysis, Carnival can work on rebuilding their corporate credibility by creating new lines of communication for travelers by allowing them to talk with Carnival officials. Carnival, said to be lacking and out of touch with its cruisers, can look to gain credibility by inviting the CEO on a series of cruise ships. This will increase their brand presence and will make the company more personable. If cruisers are unable to speak with the CEO, Carnival will launch an addition to their website where the CEO will blog and answer questions from customers. By creating open lines of communication, Carnival looks to surpass other cruise lines in customer service. This will also be a way for people to share not only their concerns, but find out first-hand what items are working for Carnival.

Reinforcing Message & Position

The continuation of these efforts throughout the campaign will help to support the research completed during the situational analysis phase, and will also help to keep a cohesive campaign that is needed in order to deliver a core message and brand to our interested publics. Each of these efforts will appeal to a certain demographic of our audience and will relay back to them their own message of “fun.” The goal of bringing intergenerational fun will be recognized in the creative initiatives and in the PR campaign through highlighting the tagline “It’s an occasion for _____, make it yours (#MakeItYours).” By inserting a different word into the blank, the promotions of Carnival Cruise Lines will align with the brand position. This will convey the message that Carnival Cruise Lines is a vacation for everyone and each time a person uses the word “fun,” it will be unique to them. These efforts will also be relevant to the unique selling proposition laid out in the campaign strategy. With these goals, Carnival can provide every passenger with what they need whether this be the idea of “fun” or otherwise. Offering these amenities will instill a positive experience and keep passengers coming back again and again.

Activities

Share Your “Fun”

- The Share your “fun” campaign will be a competition designed around Carnival Cruise Lines’ social media, and appeal to intergenerational families. This plan will start with the kick-off of our media strategy in order for consumers to see Carnival on social media, but also see them in advertising and print.

- Families on social media will have the opportunity to submit a photo and description of their fun and share via social media their past Carnival Cruise ship moments. This will be a call-to-action that will showcase both the inter-generational aspect of cruises, but also keep and increase Carnival's presence on social media.
- According to Mintel, seven out of 10 mentions of cruise lines were about Carnival and many of these mentions were of people sharing their cruise experiences. In order to keep up the social media momentum, and continue success on platforms such as Facebook and Twitter this competition will be a way for people to have an incentive to share their moments.
- This campaign will last for a period of six weeks and Carnival will pick five families at random to embark on a Caribbean cruise of their choice. Media tracking and engagement of this initiative will be easy to track on social media.

Promotion with Summer Olympics 2016

Continuing to stay on track with the media plan and the big events happening in 2016, Carnival will make a national push to include its promotional activities to be centered on the Summer Olympics being held in Rio de Janeiro. This plan will start in August and run throughout the course of the duration of the games. Staying consistent with our target market's strong work ethic and important family values, a nomination program will be started where a member of someone's family or close friend can nominate them for winning the "gold" standard for the sacrifices they make for their family. They will then be awarded with an all expense paid getaway. The big idea will rally around nostalgia and Carnival being with the Olympics and its consumers in all facets of life — whether that be through every step of their intergenerational life, or being proud of Team USA. Creating this link not only highlights our own custom of tradition and familial support, but also encompasses many of the values the Olympics holds in high regard.



Key Promotional Efforts

Overall, the promotional efforts will support the ideas outline in the situation analysis and help to answer the question on how to better the brand. These issues will be addressed in the following three ways:

- As stated in the situation analysis, the baby boomer generation has begun to age, changing the age of the targeted population. At this time, Carnival falls behind its competitors in appealing to the 55 and older generation in comparison to Royal Caribbean and Norwegian Cruise Lines. The PR and promotions will help reposition the brand through incentives to attract the intergenerational families and persons who have a disposable income to spend on travel and leisure.
- After analysis of the Carnival's current campaign and slogan, Agency 608 has concluded they lack a specific message for the campaign to be resonant among consumers. PR and promotions will help integrate Carnival to build a more targeted campaign and allow potential consumers to relate to the product. These actions will create product resonance and create recall ability in people's minds. This allows Carnival to make a better creative campaign that will stay with the customer, but also allow the customer to see themselves aboard a Carnival cruise. These actions will be done by creating buzz, producing event news releases, video press releases, outreach of social media and the addition of the CEO blog.
- A large portion of Carnival cruisers are coming from the southern region of the United States and a large number of the population sees Carnival as a cheap cruise. The fault actually lies in Carnival's lack of emphasis of its actual affordability. In order to change these attitudes, it will be imperative to the Carnival brand to create new partnerships through the "Concert in Paradise Series" and the Nickelodeon partnership. By forming these relationships Carnival can work to rebuild its brand and build upon their brand being of the highest value.

Reinforcing Message & Position

By completing and carrying out the promotions initiatives with the general public and its target audience, Carnival will be able to diversify itself. The PR message and brand position was focused on diversifying each individual's fun and experience, but in the promotions piece these efforts will differentiate the brand. By introducing a partnership that will help Carnival become a thought leader, and introducing a new family campaign, Carnival will be able to successfully reshape its brands perceptions and shift negative opinions. This promotional campaign will create something consumers long for, and will act in this way if it's their first time cruising or multiple times. Every time it will act as a homecoming. Ultimately, it will be an occasion for tradition.

Generating “Buzz” and Going “Viral”

One way to create buzz around the elements proposed will be to include a video in the news release. As Carnival is a major player in the cruise industry, a video campaign can be created by using prior footage of the “Concert in Paradise Series” to incite excitement and anticipation. There can also be a call-to-action piece with a request to share on social media networks. Carnival will also have to play an important role by pitching this video news release to related outlets, TV and social media, especially Facebook. According to Simmons OneView, Facebook is widely used by the designated target market and resonates among all ages. Facebook will be important because of the creative elements we have proposed in the creative analysis, including the aspect of cinemagraphs. Relatively new to Facebook, these are incredibly intriguing because of their ability to be eye-catching. The campaign’s new ads will also be pertinent to show as they focus on tradition to create nostalgia for each traveler, calling them back to the sea with their families. This will be an important platform to leverage in the coming weeks and months of the events.



Media List



National Primary Market:

Fox News:

Irena Briganti, Executive Vice President
Corporate Communications for Media Contacts

CNBC:

Fred Omar Imbert
News Associate
@foimbert

CNN:

Maggie Hiufu Wong
Digital Producer CNN Travel

Secondary Market:

ABC:

Joanna Prisco
priscowrites@gmail.com
@joannaprisco

CBS:

Lauren Morasky
@laurenmoraski

Both Markets:

MSNBC:

Alicia Maule
@acmaule

Print Primary:

Bon Appetit:

Jamie Feldmar
jamie.feldmar@gmail.com
@jfeldmar

Golf Digest:

Alex Myers
@AlexMyers3

Both Markets:

Forbes:

Ariel Adams
Contributor
@aBlogtoWatch

Local Primary News Coverage:

Miami:

Vanessa Medina
General Assignment Reporter, WSVN
@vanessa_medina

Galveston:

Erin Heffernan
Reporter
erin.heffernan@galvnews.com

Charleston:

Rebecca Collett
WCBD-TV
rcollett@wsbd.com

Atlanta:

Jovita Moore
@JovitaMoore

Secondary Local Coverage:

Baltimore:

Kim Dacey,
WBAL-TV News Reporter
@kimdaceywbald

Boston:

Joy Lim Nakrin
General Assignment Reporter
@JoyLimNakrin

Newark, New Jersey:

Kelly Roncace
Lifestyles Reporter, kroncace@njadvancemedia.com

Pittsburgh:

Jennifer Tomazic
WPXI, Reporter
@JenniferTomazic

Thank you for your consideration

Sincerely,





Agency 608
821 University Avenue
Suite #2195
Madison, WI 53706

Office: 608-807-1192
Fax: 608-807-1193
Email: info@608advertising.com
Web: 608advertising.com



/608Advertising



/608Advertising



/608Advertising

- 1 <http://carnival-news.com/2014/01/17/carnival-cruise-lines-fact-sheet-2/>
- 2 file:///Users/bryan2/Downloads/CCL_10K_2014.pdf
- 3 file:///Users/bryan2/Downloads/CCL_10K_2014.pdf
- 4 <http://www.cclcareers.com/about-us/our-vision.aspx>
- 5 http://www.carnival.com/cms/fun/about_us.aspx?icid=CC_Footer_103
- 6 <http://www.shipcruise.org/carnival-fun-ship-refurbishment-schedule/>
- 7 file:///Users/bryan2/Downloads/CCL_10K_2014.pdf
- 8 file:///Users/bryan2/Downloads/CCL_10K_2014.pdf
- 9 file:///Users/bryan2/Downloads/CCL_10K_2014.pdf
- 10 <http://www.businessinsider.com/how-carnival-went-from-fun-ship-to-poop-cruise-2013-2>
- 11 <http://www.cnn.com/2013/03/15/travel/carnival-problems/>
- 12 <http://www.cnn.com/2013/03/15/travel/carnival-problems>
- 13 <http://www.cnn.com/2013/02/15/travel/cruise-lawsuit/index.html>
- 14 <http://www.jdpower.com/press-releases/2013-cruise-line-satisfaction-report>
- 15 <http://www.cruisemarketwatch.com/growth/>
- 16 <http://www.royalcaribbean.com/quantumoftheseas/technology/>
- 17 <http://koningsdam.hollandamerica.com/story?WT.ac=KOExploreShpBtmNavLink>
- 18 Simmons OneView Data, Obtained February 26, 2015
- 22 Simmons OneView Data, Obtained March 5, 2015
- 23 <http://www.cruisemarketwatch.com/market-share/>
- 24 Simmons OneView Data, Obtained March 5, 2015
- 25 <http://sites.jdpower.com/microsites/royalcaribbean/>
- 26 Simmons OneView Data, Obtained March 5, 2015
- 27 <http://www.ncl.com/cruise-ship>
- 28 <http://www.ncl.com/next>
- 29 <http://www.cruisemarketwatch.com/market-share/>
- 30 <https://www.youtube.com/watch?v=jJ0GsNUJqbw>. Carnival Corporation: Message in a Bottle.
- 31 http://www.frommers.com/trip_ideas/cruise/mainstreamlines/carnivalcruiselines/carnivalcruiselines.html
- 32 Monollos, Kristina. "Here are the Year's 10 Best Perceived Brands," Ad Week: Jan. 14, 2015.
- 33 Zmunda, Natalie; Parekh, Rupal. "Carnival Repositions, Launches New Campaign to Lure Back Costumers." AdAge: Sept. 19, 2013.
- 34 <https://www.youtube.com/watch?v=0xQ-HyzAgRk>. Carnival Corporation: Come Back to the Sea.
- 35 Marketing Strategies, US Cruises 2013. Mintel Academic.
- 36 Cruise Booking Method and Detail. US Cruises- October 2013. Mintel Academic Report.
- 37 <http://www.royalcaribbean.com/ourCompany/messageFromPresident.do>
- 38 <http://www.brandindex.com/ranking/us/2014-annual/top-buzz-improvers>
- 39 <http://adage.com/article/cmo-strategy/carnival-launches-campaign-lure-back-customers/244242/>
- 40 <http://www.prnewswire.com/news-releases/carnival-cruise-lines-debuts-new-moments-that-matter-national-marketing-campaign-224397811.html>
- 41 <http://adage.com/article/news/carnival-cruises-pr-response-triumph-crisis/239819/>
- 42 <http://www.awpagesociety.com/wp-content/uploads/2012/03/Carnival-Cruise-Lines-case.pdf>
- 43 <http://www.awpagesociety.com/wp-content/uploads/2012/03/Carnival-Cruise-Lines-case.pdf>
- 44 <http://phx.corporate-ir.net/phoenix.zhtml?c=140690&p=irol-irhome>
- 45 Simmons Market Research Bureau. Simmons OneView New York (Simmons Market Research Bureau).
- 46 Mintel Academic: "Cruises- US- 2013- Market Drivers."
- 47 Simmons Market Research Bureau. Simmons OneView New York (Simmons Market Research Bureau).
- 48 Simmons Market Research Bureau. Simmons OneView New York (Simmons Market Research Bureau).
- 49 Simmons Market Research Bureau. Simmons OneView New York (Simmons Market Research Bureau).
- 50 Mintel Academic: "Marketing to Baby Boomers- US- January 2014."
- 51 Simmons Market Research Bureau. Simmons OneView New York (Simmons Market Research Bureau).

- 52 Simmons Market Research Bureau. Simmons OneView New York (Simmons Market Research Bureau).
- 53 Simmons Market Research Bureau. Simmons OneView New York (Simmons Market Research Bureau).
- 54 Mintel Academic: "Cruises-US-October 2013."
- 55 Mintel Academic: "Marketing to Baby Boomers- US- January 2014."
- 56 Mintel Academic: "Marketing to Baby Boomers- US- January 2014."
- 57 <http://www.theneweconomy.com/technology/carnival-corporation-eco-friendly-cruise-line>
- 58 The Toronto Star, Big bands on tap for Carnival Cruise Ships, Feb. 1, 2014
- 59 Carnival.com