

Let's Make A Memory



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NOVEMBER 3, 2016

**WALTER LITTLEJOHN III
VICE PRESIDENT & MANAGING DIRECTOR
CRYSTAL CRUISES
11755 WILSHIRE BLVD., SUITE 900
LOS ANGELES, CA 90025**

Dear Mr. Littlejohn,

Thank you for the opportunity to submit an integrated marketing campaign proposal for Crystal Cruises' newly launched river cruise product line. This campaign is intended to pique your curiosity and persuade you and your team to collaborate with the Comings & Goings Agency on a campaign to increase brand awareness. The goal of this campaign will be to expand your company's reach and drive new and returning customers to the Crystal Cruises website for direct bookings on the river cruise product line.

The mission and business philosophy of the Comings & Goings Agency is to use a modern integrated communications method with data analytics interpreted by experienced and knowledgeable professionals. We approach a marketing communications project with the goal of moving the masses with an emotional connection.

When the Comings & Goings Agency becomes the marketing partner of your business, our agency will be with Crystal Cruises every step of the way, working toward shared goals through exceptional client services. The client is king and the team prides itself on servant leadership. There is no task too small, and we are challenged through curiosity and quality. Each team member is encouraged to think outside of the normal parameters and work cohesively to achieve remarkable results.

The Comings & Goings Agency provides a full suite of marketing services via digital, public relations, creative design, and social media. Details follow.

Digital – Focuses on user experiences in the digital environment, including website design and development, content management, customer relationship management programs, email marketing, search engine optimization, mobile application development, and e-commerce development

Public Relations – Social media relations and management, crisis management, event planning, and execution.

6700 Melrose Drive
McLean, VA 22101

703.447.7600
comingsandgoings.com



Creative Design – Trade show expertise and customer interaction mapping.

Social Media – Build connection through storytelling and data science, including monitoring conversations, engaging followers and analyzing the data.

Our staff, with collectively more than 70 years of travel industry experience, specifically in the luxury cruise travel market segment, are uniquely qualified to identify solutions to the customers' needs. This insight sets us apart from other agencies. We have the ability to maximize the user's experience for marketing solutions.

It would be an honor to work with Crystal Cruises to increase its brand awareness and direct bookings on your river cruise line. You can be assured that our agency will place Crystal Cruises at the center of our business.

Please let me know a convenient day and time to discuss the campaign and to make a formal presentation to your key management team.

Kindest regards,

Rene' Fadoul,
President & CEO



FOR IMMEDIATE RELEASE
October 1, 2015

COMINGS & GOINGS, A MODERN INTEGRATED MARKETING AGENCY, OPENS ITS DOORS

Filling a Niche Market in the Travel Industry

MCLEAN, Va., October 1, 2015 - The Comings & Goings Agency announced today that it has officially opened its doors and solidified its presence in the niche market for servicing the travel and tourism industry. The agency specializes in integrated marketing communications (IMC) and offers a full suite of services to independent travel agents, agencies, associations, and suppliers in the rapidly growing niche market of travel and tourism. The agency is known for its modern approach in today's data-driven marketplace with the tagline, "A Modern IMC Agency." The Comings & Goings Agency believes its unique positioning in the travel and tourism arena, combined with its staff's decades of experience, allows it to be laser focused on the customer. It also breaks through the clutter, speaking directly to the masses. And it provides a full suite of marketing services in digital, public relations, creative design, and social media.

The agency has cultivated a team of superior talent from the travel and tourism industry. President and CEO Rene' Fadoul has more than 20 years of experience in the industry, previously owning and operating a cruise travel franchise in Annapolis, Maryland, and working onboard the ship with Celebrity Cruises. She was the former chief business development officer for the port city of Valletta, Malta, where she lived for two years. She holds a Master of Science degree from the University of West Virginia's Reed College of Media, specializing in integrated marketing communications. Fadoul said, "We're excited to be able to service the travel industry and demonstrate the ability to convert prospects into customers and validate the results with data."

The director of client services for the cruise market segment, Anita Carson is an industry veteran with 25 years of experience with the Hilton Corporation, Trusthouse Forte Hotels, Royal Cruise Line, Cunard Line, Seabourn, and Azamara Club Cruises. She has traveled to more than 59 countries and holds a CTC (Certified Travel Counselor) accreditation with the Travel Institute of Boston, Massachusetts, and is a certified river cruise, AMA Waterways, and Silversea specialist. She graduated from the University of South Carolina with a degree in marketing.

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The director of client services for the leisure market segment, Gina Galloway is an industry veteran with 25 years of experience as an account development manager for Vacation.com, regional sales manager for Carnival Cruise Lines and a regional manager for GoGo Worldwide Tours. She holds a degree in marketing from American University.

The travel and tourism industry is growing rapidly based on data from the World Travel and Tourism Council. According to the U.S. Travel Association, domestic leisure travel increased 3.6 percent in 2015 to 1.7 billion trips and accounted for 79.2 percent of all U.S. domestic travel. In 2015, international inbound travelers generated \$947 billion for the U.S. economy and supported more than 8.1 million jobs.

The Comings & Goings Agency will host an open house on Thursday, October 1, and Friday, October 2, from 4 to 8 pm. The address is 6700 Melrose Drive, McLean, VA, 22101. RSVP required. For questions, please contact the Comings & Goings Agency at 703-447-6700.

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Campaign Objective:

Increase brand awareness and drive 25,000 monthly prospects to the Crystal Cruises website for direct bookings during a twelve month campaign.



Image 1: Dreamstime Photo Series (Source: Dreamstime 2016)



11755 Wilshire Blvd., Suite 900
Los Angeles, CA 90025

Executive Summary

Our Promise

This proposal will persuade and convince Crystal Cruises that the team at Comings & Goings Agency are experts in the travel industry and committed to a cohesive partner relationship that promises to drive increased traffic to the website for conversions with measured results. The team is available 24/7, which means we care about our clients and are available to react to market shifts. We have your back, because when you win your customers win and everyone wins.

Challenges

Crystal Cruises is the world's best kept secret in the field of luxury travel. Although the travel agency community knows the brand; the public is mostly unaware. The brand has achieved many awards and accolades from print publications. However, if one does not subscribe or read these magazines the brand would most likely fly under the radar of the general public.

Audience

Couples who are fifty years of age and over with income over \$200,000 who have a four year degree or higher, North American, multinational, European or other developed world ethnicity.

Creative Strategy

Use a celebrity couple who is easily recognized, attractive and exudes a high-end, fashionable, luxury appeal to align with the brand. The instant celebrity recognition will create a brand lift and long-term benefits similar to an association between a celebrity athlete and a product.

Tagline: Let's Make A Memory



Media Campaign

The campaign will begin in September 2017 and run for twelve months. It will be maximized over the months of January, February and March, which is considered "Wave Season" by the cruise industry. Heavy emphasis will be placed on traditional advertising with spot cable television commercials and national print publications.

Supporting the traditional media vehicles are nontraditional twelve month investment in Google AdWords for pay-per-click (PPC) using long tail keyword phrases driving visitors to the website. Videos will be used as a strong engagement tactic along with Facebook ads and digital newspapers.

Budget

The estimated budget for this campaign is \$8 million. This includes \$5 million to secure a celebrity couple as the face of the brand. It also includes sizable investments required to give an instant boost to the brand through cable television and print publications.

Key Metrics

- Increase 25,000 new visitors per month or 300,000 annually to the website over the twelve month campaign
- Increase sales by 25 percent over twelve months through the website channel
- Increase brand awareness and recall by 50 percent



About

Comings & Goings Agency

Comings & Goings Agency was established in McLean, Virginia in 2011. A group of travel agency professionals got together and decided to collaborate by preparing and presenting marketing solutions to travel and tourism clients. The clients include large consortiums, cruise and travel operators and small businesses. The combined experience stands out and the clients are proud to validate the team's superior customer services skills. Being a partner with the client in creating data driven solutions is what motivates the team. Results are backed by data.

Our Passions:

When they aren't globetrotting the world, helping clients with marketing solutions, they have a passion is to give back to communities on a local and national level. They are proud of the Agency's contribution to make the world a better place. *Make a Wish Foundation, St. Jude, VA Tech Victims Family Foundation, Twigg Hospital Auxiliary Foundation, American Cancer Society, Smithsonian Associates, Conservation, International and Humane Society*



Image 2: In need children (Source: Inilever 2016)

Who We Are



Image 3: Traveling Woman (Source: Travel Weekly 2016)

Rene' Fadoul

Title: President & CEO

Education: MS Integrated Marketing Communications, West Virginia University

Experience: 20+ years

YOLO: Caught a 120-pound blue marlin in Cabo San Lucas, Mexico

Anita Carson

Title: Director of Client Services

Education: BA Marketing University of South Carolina

Experience: 25 years

YOLO: Traveled to 59 countries and have touched 6 of 7 continents.

Gina Galloway

Title: Director of Client Services

Education: BA Marketing American University

Experience: 25 years

YOLO: Sailed on Steven Spielberg's Seven Seas yacht off the Italian coastline.

Background

Client History

Crystal Cruises is considered the No. 1 luxury cruise line in the world and has maintained this rating by Condé Nast Traveler magazine for 22 years in a row. This award is only one of many accolades Crystal Cruises has cultivated over the life of the brand. Capitalizing on the luxury market segment, the brand's promise is "The Difference is Crystal Clear" (Crystal Brand Guidelines, 2006). The brand occupies the niche luxury travel market in the cruising industry. This area of the marketplace caters to upper income individuals with a penchant for best-in-quality service and exotic destinations. The previous longtime owners, NYK, a Japanese shipping company, were very conservative in their business approach and clearly ignored the need to invest and expand in the hardware of the fleet. This cautious decision allowed newer brands such as Silversea, Regent Seven Seas, and Oceania to enter this niche market space with luxury ships boasting modern updates, consequently eroding market share. According to Statista, in 2015 Oceania Cruises captured 1.1 percent of the market share in cruising with households of incomes in excess of \$200,000, where Crystal Cruises held a 0.6 percent of this customer base (Statista, 2016)

In addition, this conservative approach carried over to the marketing of the brand. The resources allocated clearly limited the opportunity to expand brand awareness with a more modern approach to marketing, including the use of cable, digital and social media channels. Facing these limitations, the brand became over-dependent on cultivating a loyal customer base. While it is smart to nurture a strong loyal customer base, if the base is not being constantly replenished with a younger clientele, the base will automatically shrink due to natural attrition.



The river cruise market segment has gained tremendous growth and, fortunately, Crystal Cruises is the only true luxury product. According to Charles Sylvia, vice president of trade relations for Cruise Line International Association (CLIA), "With river cruising experiencing an amazing new build boom, CLIA member cruise lines will account for sixteen brand new river cruise ships in 2015 alone, with another fourteen scheduled for 2016." In addition, "Not only is there remarkable growth in the number of ships being built, but there's remarkable change in where these ships are sailing," said Sylvia (Scheivachman, 2015).

Products and Services

In 2015 new owners strived to maintain the number 1 industry positioning in the luxury niche market, stopped market share erosion, and strengthened and expanded the life of the brand. By entering the river cruise market segment, Crystal Cruises created a unique positioning for the brand with the No. 1 luxury status. Along with the expansion into this market, they decided to create a private jet service for its guests through Crystal Luxury Air, which offers luxury air tours – including a trip around the world. Additionally, a yacht cruise was added to the fleet in 2015, replete with a shore excursion service featuring a private submarine, optional fishing, scuba, snorkeling, kayaks, and water ski activities. The new owners have also placed new build orders to expand the fleet with expedition cruises that sail to Antarctica. This assortment of product lines can serve a wide variety of customers in the luxury travel segment (Crystal Cruises, 2016).



The Competitive Landscape

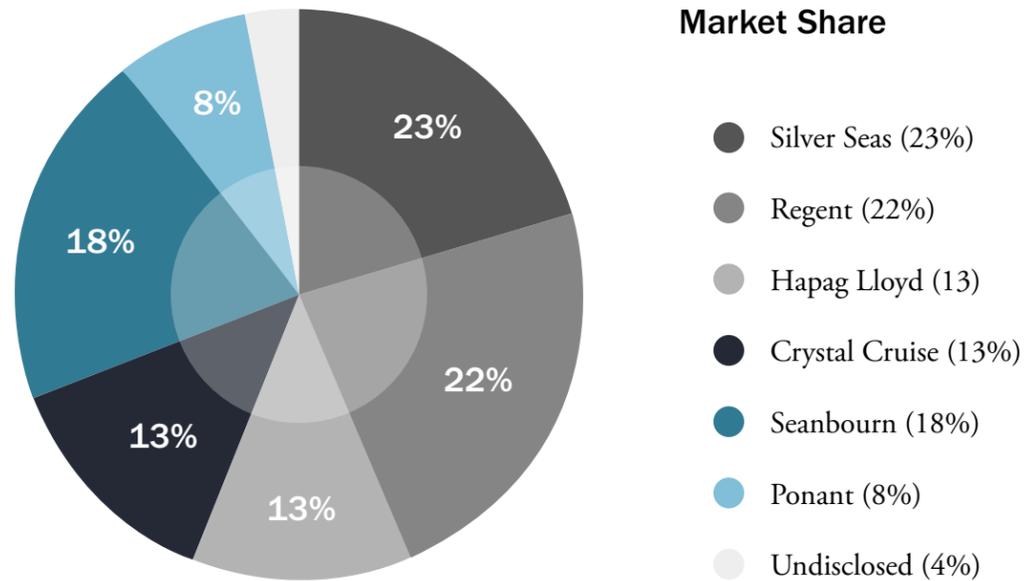


Exhibit: 1

Crystal Cruises has three different levels of competition: luxury ocean cruises, river cruises and land-based luxury hotels. The ocean cruise luxury market competition that are based in the U.S. are: Silversea, Regent Seven Seas and Seabourn. As with the ocean cruise market space, the river cruise market space is divided into three categories: Luxury, premium and contemporary as indicated in *Exhibit:2*. The categories are determined by price, amenities and quality of service, which are very similar to hotel rankings. Crystal Cruises is the only luxury product sailing on the rivers in Europe. Finally, another level of competition are the land-based properties or experiences such as Four Seasons, Peninsula, and other luxury hotel properties where individuals, couples, and families choose high-end luxury properties for leisure vacation travel. The next page contains a table to explain the differences in more detail based on amenities for the river cruise market segment.

Luxury Crystal River Cruises vs. Other River Competitors

● Designates a category where Crystal River Cruises is the best in its class.

COMPANY:	LUXURY		PREMIUM				CONTEMPORARY		
	Crystal Mozart	Rhine-Class	Amaterena	Scenic Opal	M.S. Joy	S.S. Maria Theresia	Avallon	Emerald	Viking
SHIP	Crystal Mozart	Rhine-Class	Amaterena	Scenic Opal	M.S. Joy	S.S. Maria Theresia	Avallon	Emerald	Viking
YEAR BUILT (APPROXIMATE)	2016	2017/2018	2015	2015	2016	2015	2016	2016	2016
LENGTH (METERS)	120m	125m	125m	125m	125m	125m	125m	125m	125m
WIDTH (METERS)	22.85m	11.45m	11.45m	11.45m	11.45m	11.45m	11.45m	11.45m	11.45m
TOTAL BERTHS / PASSENGERS	154	306	164	160	130	150	134	182	190
NUMBER OF CREW	92	68	51	53	39	57	47	47	50
CREW-TO-GUEST-RATIO	1 to 1.67	1 to 1.55	1 to 3.21	1 to 3.18	1 to 3.33	1 to 2.63	1 to 2.85	1 to 3.87	1 to 3.8
PERCENTAGE OF SUITES	100%	100%	4%	5%	33%	15%	76%	78%	9%
PERCENTAGE OF STATEROOMS LARGER THAN 200 SF /18.6 SM	100%	70%	60%	85%	80%	15%	3%	13%	51%
PERCENTAGE OF BALCONIES	47%	100%	60%	85%	80%	87%	76%	78%	74%
PERCENTAGE OF STATEROOMS ABOVE WATERLINE	47%	100%	80%	85%	80%	87%	76%	78%	74%
SMALLEST STATEROOM	203 sq. ft.	188 sq. ft.	161 sq. ft.	160 sq. ft.	150 sq. ft.	162 sq. ft.	172 sq. ft.	130 sq. ft.	135 sq. ft.
LARGEST STATEROOM	883 sq. ft.	750 sq. ft.	300 sq. ft.	475 sq. ft.	300 sq. ft.	430 sq. ft.	300 sq. ft.	315 sq. ft.	445 sq. ft.

Exhibit: 2



Image 4: Stockholm, Sweden (Source: Fotocommunity, 2016)

Challenges And Opportunities

The following challenges are based on conversations with Walter Littlejohn, Managing Director for Crystal Cruises (W. Littlejohn, personal interview, October, 12, 2016).

- Develop direct sales program - Crystal cruises is late to the game of marketing directly to its current and future customers. All of the other cruise lines have either set up in-house call centers to handle the B2C interest or the service has been contracted out to a third party. Over the years, the focus has been to cultivate a strong B2B relationship model by marketing directly to the travel agency community.
- Attract luxury non-cruising customers – Crystal cruises believes that the luxury customers from competing brands will find Crystal because of the desire to travel to the new destinations of river cruise itineraries. However, to attract and convert traditional vacationers who stay at luxury properties such as Ritz Carlton, Peninsula, Four Seasons, or Relais and Chateaux properties can be challenging. These customers are considered traditional, non-cruising guests, or first time cruisers. The challenge is to communicate these benefits to a new audience.
- Create multiple lead generation marketing initiatives – Because the brand has primarily been funneling leads through the travel agency community, it has exposed a vulnerability within the Company. With the intent to build brand awareness, there has been a big social media and public relations initiative, including the addition of a blog written by CEO, Edie Rodriguez. She has become the face of the brand, interacting with travel agency communities, consortium, and fans. In addition, she narrates the newly released 60-second advertising spot now featured on cable news channels.



Overall Marketing Goals

DRIVE INCREASED TRAFFIC TO WEBSITE FOR CONVERSION AND INCREASED SALES

- Increase brand awareness
- Drive increased traffic to the website for conversion
- Capture a larger share of web traffic
- Convert web traffic into sales
- Increase social engagement

The cruise line has been slow to cultivate website traffic. All of the marketing objectives are designed to drive new and increased traffic to the website and convert into bookings for increased sales. The integrated marketing communications plan is focused on creating and capturing new prospects.



Target Market

Primary

River Cruise Market Segment

The river cruise market space has grown but is not as crowded as the traditional ocean-based cruise travel. The market is divided into different segments similar to the ocean cruise industry: Luxury, premium, and contemporary.

Brands

- AMA Waterways
- Scenic Waterways
- Tauck River Cruises
- Avalon Waterways
- Emerald
- Viking
- Uniworld

Secondary

Land-Based Market Segment

The land-based market segment caters to a luxury customer who has not traveled on Crystal or other cruise brands. The brands are well known, high ticket, destination, and unique-experienced focused.

Brands

- Ritz Carlton properties
- Peninsula properties
- Four Seasons properties
- Relais & Chateaux properties
- Abercrombie & Kent adventures
- Butterfield & Robinson
- Backroads bike tours

Tertiary

Luxury Market Segment

This segment caters to the most exclusive and discerning cruise customers. The ships are smaller in size and create a more intimate, exclusive environment. These customers do not have an option with their preferred luxury brands for a river cruise. There is a significant percentage of luxury customers on competing luxury brands that will seek to experience a river cruise.

Brands

- Cunard – Luxury regal historic cruise line, owned by Carnival Corp., based in London
- Regent Seven Seas – Luxury brand with a relatively new fleet of ships
- Oceania – Luxury small ship experience with a relatively new fleet of ships
- Silversea – Luxury cruise line with relatively new fleet of ships
- Seabourn – Luxury small ship experience that sold older ships to Windstar and expanded fleet with newer more modern ships
- Paul Gauguin – Luxury yacht ship, one ship in fleet
- Sea Dream – Luxury private yacht, very small capacity, one ship

Demographics:

Age: 50+
 Income: Household income of \$200,000
 Marital Status: Married with grandchildren
 Education: Bachelor Degree or higher
 Occupation: Professional, Entrepreneur business owner or C-level executive
 Race: Any
 Generation: Baby boomer or Generation X
 Nationality: Northern American, multinational, European or other developed world ethnicity

Psychographics:

Social Class: Upper middle, lower upper, upper uppers
 Attitudes, Interest and Opinions (AIO Lifestyle): Professionally works beyond traditional retirement, philanthropist, health is very important and has interest in different cultures, destinations, cares about the environment and seeks to give back to others, along with passion for different cultures, cuisines, history, art, etc.
 Personality: Adventurous, self-confident, sociable. According to VALs, achievers and experiencers would be the primary target audience

Behavioral Characteristics:

Occasions: Anniversary, traditional vacation
 Benefits: Experience the best of the best, you only live once (YOLO)
 User status: Potential user, first-time user, and regular user
 User rates: Once or twice a year user
 Loyalty status: Cruise loyal, unique experience loyal. Brand loyal to BMW, Lexus, Mercedes, Jaguar, Tesla for cars; Ritz Carlton, Peninsula, or Four Seasons property loyal.
 Readiness Stage: Purchase within 12 to 18 months or less
 Attitude toward product: Open, and if experienced cruiser, will be brand aware. If non-cruiser will be brand unaware.

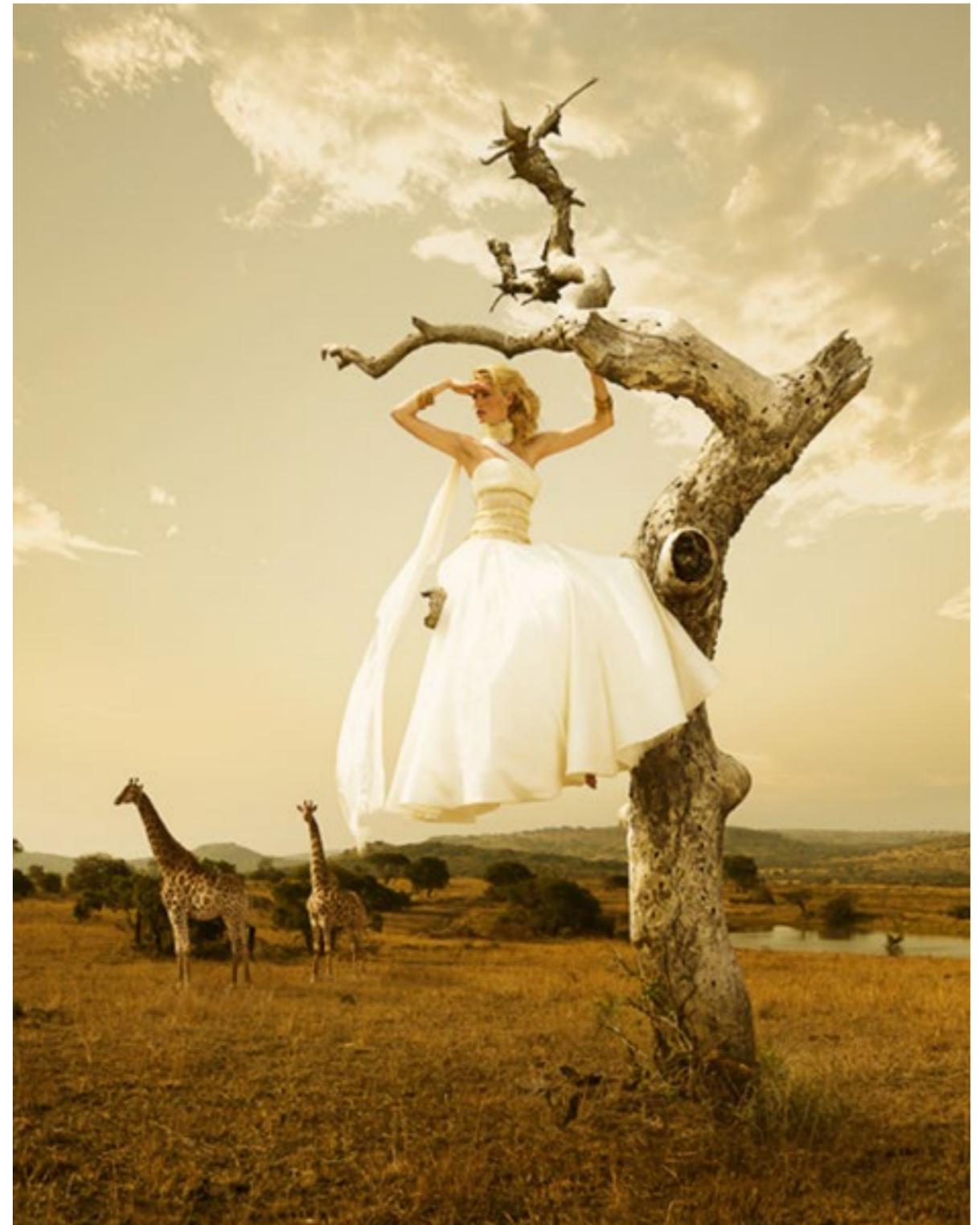


Image 5: Crystal Cruise Brandom Mood (Source: Crystal Cruise Branding Guidelines, 2016)

SWOT Analysis

Strengths

- Rated No.1 luxury cruise line
- Loyal customer base
- Only luxury cruise line to expand into river cruise market space
- Strong B2B relationship with the travel agency community
- Strong relationships with luxury consortiums across the country
- Consistent high quality across all levels of measurement

Weaknesses

- Ticket price restricted to upper income and luxury market segment
- Challenge to convince consumers to spend high ticket price on this cruise line
- The brand recognition is relatively unknown to a larger market
- Lacks brand recognition with wide swath of customers, although well known in cruising circles
- The brand is late in setting up a B2C platform to cultivate direct relationships with customers
- High dependency on print media

Opportunities

- To capture new customers from competing luxury lines because of void in the market space
- Increase brand recognition due to a less crowded market
- Expanded services will attract a wider luxury audience segment
- Converting traditional luxury land-based customers to try a river cruise



Threats

- Competing luxury cruise lines could expand into river cruises
- Luxury segment is somewhat insulated from economic downturn; however, it can slow down demand
- Terrorist threats to foreign vacation destinations



Image 6: Hot air balloon tours (Source: rf123 2015)



Brand Perception

Brand Perception

The brand has more than 257,000 likes for its Facebook page and 31,500 followers on Twitter. However, it is difficult to determine how many are actual customers and/or travel agents who are selling the cruise vacations. According to Yahoo's list of The 120 Most-Trusted Brands, Crystal Cruises ranks as No. 92. This list was created to determine brands with an emotional attachment, respect, and continued patronage (Daley, n.d). According to Social Mention, the brand boasts a mere 9 percent in strength, 18 percent in passion, 40 percent in reach and 22:1 in sentiment. There are virtually no negative sentiments and the most used source was on Twitter (SocialMention, 2016).



Image 7: Fashionable couple traveling (Source: rf123 2014)

Brand Personality

According to the official brand guidelines of 2006, Crystal is considered authentic, warm, and refined. The brand has built an emotional connection by exhibiting authenticity toward its guests. In turn, they are rewarded with a smile, which warms the hearts of the staff on board and completes the circle of an emotional connection. The brand’s attributes of service, space, quality, and choices contribute to a brand personality that is quietly confident. The brand’s voice also exhibits approachability, warmth and a conversational tone. There are no clichés, but instead clear, informative, and consistent brand communications.

According to the annual report by Genting Hong Kong Group, the Crystal brand aims to invoke the emotions of exotic destinations and inspiring journeys – because life is an adventure and Crystal Cruises creates transcendent experiences (Genting Hong Kong Group Annual Report, 2015). Furthermore, the brand’s message and mantra is that the world is your oyster. Crystal is soaring to new heights and daring to dream big (Genting Hong Kong Group Annual Report, 2015).

The visual style of the brand is elegant and refined without being considered stuffy or overly decorative. Its choice in photography is to feature strong visual images that are simple and uncluttered. Photography is to play the dominant role, taking on a dreamlike state that articulates a Crystal fantasy where images seemingly come to life. The brand’s personality is also messaged in the logo with colors that set the mood for “sea voyages.” The brand colors are designed to represent the ocean and the sky and are carried over onto the ships. The brand’s seahorses are a visual identification that is reminiscent of water voyages as indicated in *Exhibit:3*.

Exhibit: 3

Logo Variations



Main Colors



Accent Colors



Brand Mood



Brand Positioning

The Crystal Cruises brand is positioned in the niche market segment of the luxury travel sector where per diem rates can range from \$350 to \$500 per day. If money is no object, a world cruise can be booked to once-in-a-lifetime exotic destinations for a ninety eight day journey starting at \$33,135 per person. The brand has consistently been recognized for its prestigious awards in the luxury industry. A new partnership with Peninsula Hotels further cements the brand's luxury positioning, while creating the ultimate luxury journey worldwide (Business Wire, 2016). The vice president of sales for Peninsula Hotels says, "We couldn't imagine a more perfect partner than Crystal to offer a guest experience reminiscent of the historical 'grand tours,' now elevated to include private air experience unlike any other paired with our incredible hotels and bespoke destination programs" (Business Wire, 2016). According to Forbes ranking of luxury cruise lines, Crystal Cruises is consistent in offering top-flight service. The brand is well known for its enrichment programs, language classes, golf lessons from PGA pros, and wellness seminars sponsored by the Cleveland Clinic.



IMC Objectives

- Increase brand awareness and drive 25,000 prospects per month to the Crystal Cruises website for direct bookings during a twelve month campaign
- Increase the relevancy of Crystal Cruises keyword search through the Google search engine
- Increase engagement with the Crystal Cruises brand on social media through an increased share of voice, downloads and shares by 50 percent.
- Make Crystal Cruises top of mind with luxury consumers and increase share of voice by 30percent.



Primary Research

What We Found

A focus group was conducted with six (6) experienced cruise travelers who have a passion for travel. The focus group participants were selected by a travel agent that has conducted escorted tours with the group. The primary issue consistently discussed was that the brand is widely unknown. One of the participants shared that her brother often travels on Crystal Cruises. She added that his decision to choose Crystal Cruises was because of the intimacy of the ship and the high-end luxury traveler clientele on board the ship. Overall, the focus group had heard of Crystal Cruises, but it was not top of mind, nor a household name. Other than the travel agent that was one of the participants, the focus group did not recognize the logo, recall the last advertisement in print or television, nor were they aware there was a woman, Edie Rodriguez at the helm of the organization. The CEO question was asked in response to the newly launched cable ads that feature Ms. Rodriguez, as the narrator and includes her in the commercial spot. It was agreed that luxury cruisers believe they deserve the best because they have earned it. All of the participants initially considered Crystal Cruises out of reach. Once they learned that the pricing was within their budget and surprisingly affordable, they wanted to add the experience to a personal bucket list as a you-only-live-once (YOLO) opportunity. A full focus group report is included in this campaign proposal.



Image 8: Clocktower in Prague (Source: Tripsite 2016)

Secondary Research

What We Found

According to the Hospitality report conducted by Deloitte in 2015, the success factors for cruising are value and quality, all-inclusivity and experiential style (Deloitte, 2015). The “All Exclusive” branding that has been trademarked by Crystal Cruises appears to be a good investment as it would support the findings from the report and the focus group. The tagline “All Exclusive” answers the myriad of questions by consumers of what fees and costs are clearly defined as extra. The “All Exclusive” campaign also accomplishes the objective of maintaining the exclusivity of Crystal Cruises as the top luxury brand by glamorizing travel as something exceptional. On 3 November 2016, as the brand’s rapid expansion continues, Crystal Cruises announced its first cable television campaign in more than a decade. The tagline is “All things Crystal.”

However, the spots do not differentiate from competitors and lack storytelling capability with an easily recognizable celebrity as a nationally known spokesperson. In order to resonate and communicate luxury, the messaging needs style, substance, and an element of playfulness that appeals to the target audience. Customers want to be spoken to directly with deeper engagement and the ability to visualize themselves in the experience (Google, 2015).

Brand alliances with celebrities are widely popular as long as he or she is perceived as credible and attractive. A celebrity endorser cannot only be credible and attractive but the endorsement can be based on expertise, which is translated into positive brand associations (Halonen-Knight & Hurmerinta, 2010). The power of expertise from the celebrity is transferred to the brand and links are created through a learning process of advertising that is based on association (Halonen-Knight &

& Hurmerinta, 2010).

An example of a perfectly matched endorsement contract is the one between George Clooney and Nescafé. The brand is promoting a line of high-end espresso and coffee machines with designer k-cups. The celebrity endorser along with the product are considered both Italian despite Clooney being of Irish heritage. The association between the product of Nescafé and Clooney is brilliant because Italians claim to have invented espresso and Clooney happens to live part-time in Lake Como, Italy. He has become a favorite son of Italy, and brings a welcome celebrity status to the country. This collaboration is terrific for Nescafé exactly for the reasons previously stated: Attractive, well-to-do, credible and matches the target audience.



Image 9: Nespresso advertisement (Source: Nespresso 2014)

Integrated Communications Strategy Statement

“Crystal Cruises is No. 1 in luxury travel, a once-in-a-lifetime experience”



Image 10: Dreamstime Photo Series (Source: Dreamstime 2016)

Creative Brief

Comings & Goings Agency

Client: Crystal Cruises

Date: Nov. 3, 2016

Integrated Communications Strategy Statement

“Crystal Cruises is No. 1 in luxury travel, a once-in-a-lifetime experience”

1. Why are we advertising?

Increase brand recognition, raise brand awareness, and become top-of-mind with consumers in luxury cruise market.

2. Who is the audience?

- **Demographics:** The typical Crystal cruiser is in the upper-middle class of society. The age is 55+ and has completed a higher form of education. Traveling is an enjoyable experience and 90 percent have traveled to a foreign country in the past three years. The expectation is the very best in quality service, state-of-the-art design with a clientele of similar standards.
- **Psychographics:** At least 50 percent are brand loyal. Guests are well traveled and travel often. The customers are well informed, educated consumers and considered smart investors. At this stage of life, they enjoy focusing more on family than work and are more traditional in advertising with print and television media.

3. What is the pulse of the customer?

Consumers have heard of the brand being ranked as No. 1 from the travel magazines, but know very little about it. There is a feeling that the price may be out of reach and out of touch.

4. Most important idea to convey?

Put Crystal Cruises on a YOLO list (You Only Live Once).

5. What do you want the target audience to think?

A once-in-a-lifetime experience is worth it.

6. Why should they believe or think this?

Because they deserve the best and can brag to friends, family and colleagues that they traveled on the No. 1 cruise line in the world.

7. Creative and media guidelines

The media guidelines serve to create a concept that can be used in print, digital, and television.

8. Creative Strategy

To break through the clutter, use humor through the use of storytelling (similar to the Jennifer Aniston ads with Emirates Airlines). Secure celebrity couple, George and Amal Clooney as the epitome of luxury.

9. Promise

“The difference is crystal clear.” Reinforce the No. 1 positioning with the highest customer service.

10. Tone and Manner

In accordance with the brand guidelines, the tone should be quietly confident, sophisticated, elegant, and warm. This is the ultimate travel experience.

11. Tagline

“Let’s Make A Memory”



Media Plan

Media Objectives

1. Achieve a reach of 80 percent with the target market a minimum of 4 times in 5 markets during the sales promotion months of January through March, beginning January 1, 2018.
2. Achieve a reach of 50 percent of the target market a minimum of 3 times in 5 markets during the promotion months of April through May, beginning April 1, 2018.
3. Achieve a 45 percent increase in website traffic and drive awareness through increased page visits, impressions, and click-through rates over the twelve month period of the campaign, beginning September 1, 2017. Reach 30 percent of the target market.
4. Achieve an increase in brand awareness on social media by increasing digital video view count by 40 percent and shares by 200 percent over the twelve month period of the campaign beginning, September 1, 2017.

Media Strategies

The cruise industry has created a traditional promotional “Wave Season,” which kicks off in February and can run through early March. However, the cruise lines have been eager to capitalize on the industry’s promotional deals by launching special incentives to book a cruise as early as December (Tunney, 2015). In response to the industry’s campaign, Comings & Goings Agency will launch a multi-media campaign beginning in September with a traditional and nontraditional media mix.

Using a celebrity spokesperson for an advertising commercial campaign in seven select target markets will test the marketplace before a national media buy. Traditional broadcast and print are suggested because it is the quickest method to get the message out to the general public and create buzz, which will be augmented with social and digital platforms.

Based on the tremendous response of the Emirates advertising campaign featuring Jennifer Aniston, using a celebrity spokesperson or couple is a highly strategic recommendation. “The campaign was a social phenomenon resonating with audiences around the world,” said Boutros Boutros, Emirates’ divisional senior vice president, corporate communications, marketing and branding. The advertisement went viral with more than 800,000 official views within the first 24 hours (O’Reilly, 2015).

Since Crystal Cruises caters primarily to couples, a well-known, glamorous couple that is also considered international such as George and Amal Clooney would be an ideal fit for the campaign.

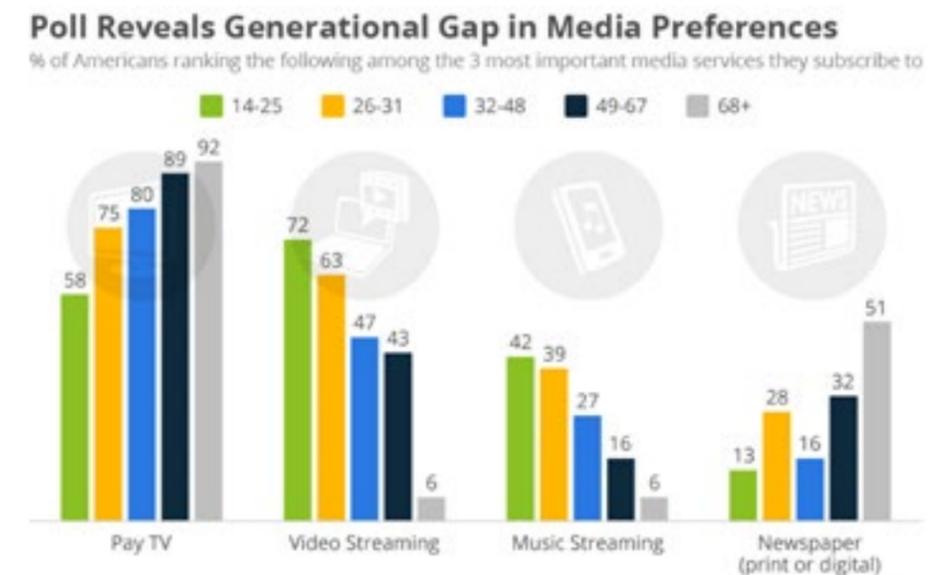


Exhibit: 4 (Source: Statista, 2016)

The rationale is to create an association of luxury, style and elegance between George and Amal Clooney and the Crystal Cruises brand. A study in the Journal of Advertising Research validated that celebrity endorsements are big business and can have an instant impact on sales with a positive pay-off. The study also found that with celebrity endorsements the average return on sales is 4 percent, which can correspond to about \$10 million in sales annually. The positive payoff, the increase in sales and the long term brand lift are strong indicators for the decision to use a celebrity endorser with high end luxury status (Elberse & Verleun, 2012)



Image 11: George and Amal Clooney (Source: People Magazine 2014)

Tactics

Media Mix

The mix of traditional and nontraditional media will be used to reach the target market with a multi-media campaign. The primary objective is to reach new prospects and raise brand awareness, with an ultimate goal of driving new visitors to the website for conversion into customers, directly with Crystal Cruises or through a travel agency. Crystal Cruises' brand recognition is strong within the cruise industry, but not as well established in the consumer marketplace. The high net worth of luxury

consumers can be challenging to reach. Therefore, a variety of touch points must be considered when examining a day in the life of the target market consumer. The vehicles that are high in composition media channels that will optimize reach are:

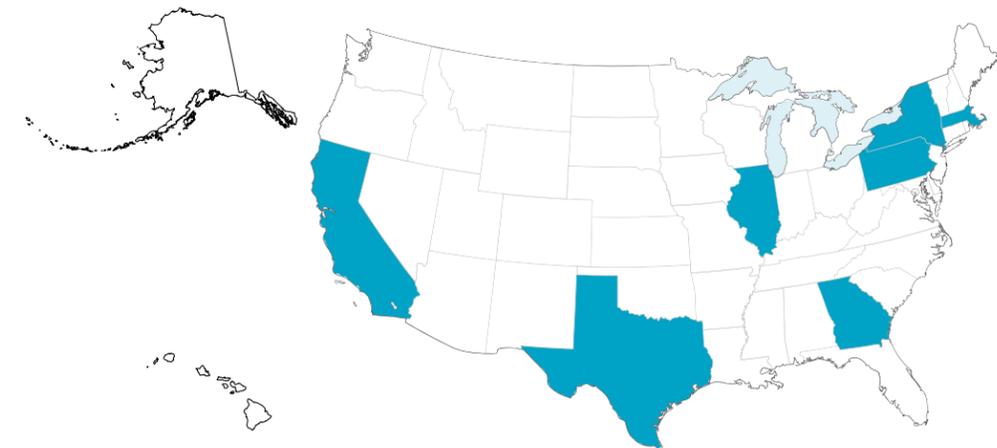
- National Advertising on cable – The 11 broadcast media channels chosen have a broad range that appeal to both men and women and rank high in popularity for spot advertising with 30-second or 60-second commercials.
- National Advertising in print – The publications chosen are high composite with a luxury, travel and high end customer in mind.
- National Advertising in digital print publications – Placing advertisements in the digital version of the print publications will extend the reach among the target audience.
- Digital Newspaper – The USA Today digital site will be engaged to display video ads during the shoulder months of “Wave Season.”
- Social Media – Placing Facebook advertisements on the popular media channel because it is cost-effective and much less expensive than Google. The use of display ads, videos, and photography will to reinforce the integrated communication strategy statement.
- Google AdWords – Increase the visibility of Crystal Cruises by advertising through Google AdWords PPC. The nontraditional media is an essential part of the media mix in order to raise brand awareness, especially when customers are shopping the competition. The absence of Crystal Cruises was clear when researching the competition. When selecting Google AdWord phrases for a specific destination such as a river cruise or European cruise, the Crystal Cruises brand was not listed in the organic or paid search. In addition, the keywords should be used to create content that increases organic search through search engine optimization (SEO).

Target Markets for Spot Television Commercials 30-Second and 60-Second

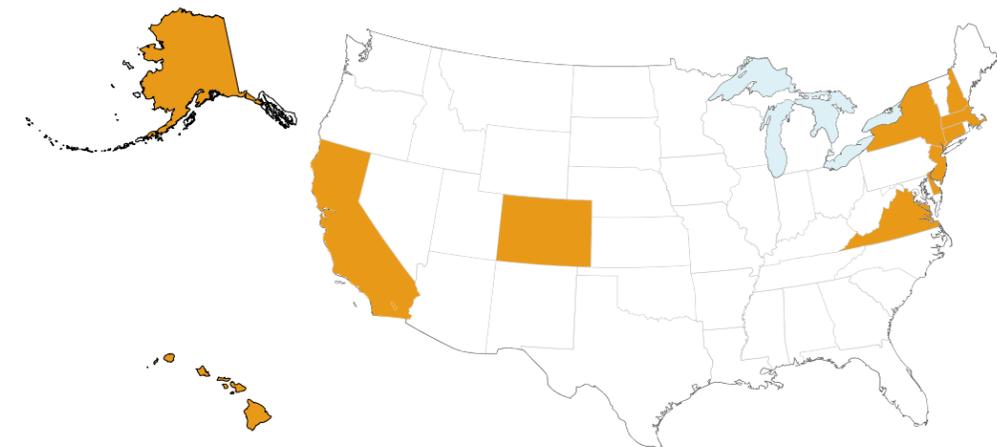
Exhibit: 5 demonstrates the strategy for the target markets were determined by comparing and analyzing the Nielsen Local Television Market Universe Estimate of 2016, a report from Experian Simmons and a list of the highest net worth areas in the U.S. The high net worth (HNW) estimates were developed by Phoenix Marketing International, using a combination of the Survey of Consumer Finance (SCF), Nielsen-Claritas, Global Wealth Monitor (GWM) and U.S. Sizing Reports, which identifies HNW households in the U.S. (Phoenix Marketing International, 2016). Reviewing the cost involved in each region, with New York and Los Angeles being the most expensive, it is recommended to advertise in regions where there is high visibility and high percentage of homes with cable, along with opportunity in territories for new prospects.

Exhibit: 5

Rank	Nielsen April 2016	HNW Per Capita	Recommended
1.	New York	Maryland	Miami
2.	Los Angeles	Connecticut	
3.	Chicago	Hawaii	Chicago
4.	Philadelphia	New Jersey	
5.	Dallas - Ft. Worth	Alaska	Dallas - Ft. Worth
6.	San Francisco	Massachusetts	San Francisco
7.	Washington, D.C.	New Hampshire	Washington, D.C.
8.	Boston	Virginia	Boston
9.	Atlanta	Delaware	
10.	Houston	District of Columbia	Houston



Nielsen April 2016



HNW Per Capita Regions



Recommended Regions

Exhibit: 5



Reach and Frequency

This is a twelve month campaign that will begin in September 2017 with a multi-medium flight pattern. Although the Crystal Cruises brand is well established in the travel agency community, this would signal that higher frequency would not be necessary. However, since market share has been shrinking due to competition, it is important to re-examine how to look at the brand from the consumer's perspective by balancing reach and frequency.

Exhibit: 6

Month	Reach	Frequency	GRPS
September	75	3.0	225
October	75	3.0	225
November	0	0	0
December	0	0	0
January	86	4.8	412
February	90	4.6	414
March	86	4.4	412
April	75	3.0	225
May	75	3.0	225
June	0	0	0
July	0	0	0
August	0	0	0
Total			2138

According to Ostrow's model, *Exhibit: 7*, the minimum frequency begins with 3.0. Based on this model the suggested frequency for Crystal Cruises is 2.1, derived through an analysis of factors for marketing, messaging, and media (Makienko, 2012).

To raise brand awareness for the target market, a certain level of exposure is needed to break through and capture the viewer's attention (Cannon, Lickenby & Abernathy, 2001). The multi-medium flight pattern takes into consideration the high sales promotion timing leading up to and after February, capturing peak times for opportunity to see (OTS). The brand is introduced in September and October followed by a hiatus for the holidays. A higher frequency kick starts again during the promotional months of January through March with a gradual decrease in reach following the peak sales patterns. One advantage of this type of media scheduling is it curtails expenses by identifying dark months where there is little to no advertising (Belch & Belch, 2015). The dark months of November and December are skipped due to holiday travel when potential viewers are few and prospects would theoretically be on vacation. This pattern of dark months occurs again in June, July, and August because of summer holidays and the traditionally slow seasonal sales bookings. This frequency and reach is applied to traditional print, broadcast cable, and digital media.

Ostrow Frequency Model

Marketing Factors		Beginning with 3.0	
Established brands	-0.1	New brands	
High market share	0.1	Low market share	
Dominant brand (in market)	-0.2	Less well-known brand	
High brand loyalty	-0.2	Low brand loyalty	
Long purchase cycle	-0.2	Short purchase cycle	
Product used occasionally	-0.1	Product used daily	
	-0.2		
	Subtotal = -.9		
Message Factors			
Simple copy	-0.2	Complex copy	
Unique copy	0.1	Ordinary copy	
Continuing campaign	0.2	New copy campaign	
Product sell copy	0.2	Image type copy	
Single copy execution	-0.1	Several copy executions	
New messages	0.2	Older messages	
Larger ad units	-0.2	Small ad units	
	Subtotal = .2		
Media Factors			
Lower ad clutter	-0.2	High ad clutter	
Compatible editorial environment	-0.2	Non-compatible environment	
High attentiveness	-0.1	Low attentiveness	
Continuous advertising	0.2	Pulse or flighted advertising	
Few media used	0.2	Many media used	
Opportunities for media repetitions	-0.1	Fewer opportunities	
	Subtotal = -.2		
Exhibit: 7	Total = -.2		



Image 12: Bridges of Prague (Source: Gold Travel 2015)

Media Mix: Traditional Cable Broadcast Tier One Channels

Objective:

Increase opportunity to see the Crystal Cruises brand for cable households in the identified target market areas a minimum of four times over the campaign.

Strategy:

Use the celebrity status of a luxury couple such as George and Amal Clooney, in 30-second and 60-second commercials in the spot markets of Chicago, Dallas Ft. Worth, San Francisco, Washington, D.C., Boston, Houston and Miami. The air time will be between 6 pm and midnight during the high reach months of January, February, and March and the shoulder months of September, October, April, and May with less frequency. The channels selected are on the “Tier 1” programming for evening viewing. These national and niche networks have a higher probability to reach the target market.

Rationale:

The channels selected have a wide viewing audience with high ratings for top ad-supported cable networks per Nielsen ranking. The mix of news, entertainment, and sports appeal to both men and women, and the demographics closely match the target audience (Media Life, 2016). The reasoning is to focus on cable channels in lieu of national broadcasting, which is costly.

Metric:

Place call-to-actions (CTA) at the end of each commercial such as a special 800 number that will cultivate and capture calls as prospective leads.

Cost: \$1,312,300



Media Mix: Traditional National Print Magazines

Objective:

Reach target market through leisure print media publication five times during the twelve month campaign.

Strategy:

The print magazines selected were based on interest of travel and luxury high-end lifestyle. These are considered niche publications with high composite. Tactile print media is appealing since the majority of readers opt for a subscription, which translates into a longer shelf life and the opportunity for increased readers. Publications to run for twelve months: Robb Report, Travel & Leisure, Conde' Nast Traveler, and Town & Country. Publications to run for 6 months: Departures, The Economist, National Geographic Traveler, and Elite Traveler. A full-page print execution will appear during the flight pattern as delineated in the media schedule.

Rationale:

Based on how many issues are printed per year, the reader would need to see the advertisement a minimum of three times before it grabs the attention for memory recall. The magazines will increase the opportunity for the target market to become familiar with the brand and offer consistency with each edition. It is important to note that according to a Pew Research Study, although print publications may be down, the readership has been culled to the most engaged. "Just buying the print media or getting it in the mail provokes the reader to engage in a way that digital doesn't. If you have time to read a magazine, then you're going to really engage with the ads in there. Print ads should inspire you to look at them even longer", says Britt Fero, executive vice president and head of strategy for New York based Publicis (Soat, 2015).

Metric:

Follow up surveys through the print media publication to determine brand awareness.

Cost:

\$652,485



Media Mix: Non-Traditional National Digital Magazines

Objective:

Increase frequency with the reader from the print publication through the digital online version and create brand recognition.

Strategy:

The target audience is mobile and in today's society most are not able to remain static and read a print publication in one place at one time. The digital version allows flexibility for the consumer to view the publication at a convenient time and location and essentially increase overall visibility for the brand. It is important that a vehicle and incentive be created to capture prospects' email addresses for retargeting purposes. For example, it could be a travel guide to river cruises in Europe or a packing guide for European vacations. This tactic allows for Crystal Cruises to leverage the increased website traffic who demonstrated an interest in river cruises for email retargeting. Increasing the frequency of the brand with the reader by adding a digital touch point is an additional opportunity to be seen (OTS). A McKinsey study states that brands must remain relevant in order to be considered for purchase and be available for consumers when ready to actively evaluate prospective brands (Court, Elzinga, Mulder & Vervik, 2009). Not all of the print publications offer digital versions and for the ones that have an online version, it is a cost-effective method to augment the existing advertising package.

Rationale:

The more the brand is available in a variety of media vehicles, the more it increases the likelihood for brand recognition, especially when using celebrity spokespersons such as George and Amal Clooney. The brand naturally becomes familiar by association.

Metric:

There are a variety of metrics: Clicks, click-through rates and also a download rate. In addition, with a unique 800 number or URL, traffic can be measured.

Cost:

\$170,518



Media Mix: Non-Traditional Google Adwords Pay-Per- Click (PPC)

Objective:

Increase the visibility with Google search engine results through paid advertisements.

Strategy:

A Google AdWords pay-per-click (PPC) campaign will be used targeting specific demographics and interests that match the target market. Keywords or phrases will be selected such as competitor names, names of rivers in Europe, and specific words that are directly related to a Google search for a river cruise vacation as indicated in *Exhibit: 8*. Long tail phrases will be targeted for the pay-per-click (PPC) campaign. These are used to narrow the audience with those who are more likely interested in the specific product with key phrases and focuses on engagement (Quesenburry, 2015). These long tail phrases and keywords can also be used in a separate search engine optimization (SEO) campaign to increase organic search engine results. According to Moz, 70 percent of searches occur in the long tail keyword phrase area and have a higher probability of conversion (Moz, 2016).

Rationale:

Crystal Cruises was not relevant in the organic or paid search when conducting independent research. The Internet has become the first step in research for the consumer and it is vital for the brand to appear in as many portals as possible to increase brand awareness.

Metric:

Measure the number of clicks, unique visitors, click-through rates, and bounce rates to the website. It is recommended to track through Google Analytics to determine which keywords are performing best and increase the budget for these specific keywords during the “Wave Season” sales promotion period.

The campaign will run for twelve months.

- Monthly budget of \$100/day for the low producing months of June, July, August, November, and December.
- \$200/day for the shoulder months of September, October, April, and May.
- \$300/day for the during the “Wave Season” sales promotion months of January, February, and March.
- Total allocation: \$66,000.

<u>Keyword</u>	<u>Cost Per Click</u>		
Abercrombie & Kent	\$4.34		
AMA Waterways	\$5.17		
Avalon Waterways	\$3.25		
Best Cruise Line	\$7.35		
Best River Cruise	\$5.03		
Bordeaux River Cruise	\$1.56		
Crystal Cruises	\$1.52		
River Cruise	\$2.08	Budget: \$100/day	\$36,500
Elbe River Cruise	\$3.18	Budget: \$200/day J, F, M	\$36,500
European River Cruise	\$2.34	Total	\$73,000
Luxury Cruise	\$2.97		
National Geographic Cruise	\$0.12		
Number 1 Cruise Line	\$1.79		
Rhine River Cruise	\$4.93		
Rhone River Cruise	\$0.33		
Seine River Cruise	\$1.67		
Tauck Tour Cruises	\$1.79		
Viking Cruises	\$3.27		
Wine Cruise	\$0.07		

Exhibit: 8



Media Mix: Non-Traditional Facebook Ads

Objective:

Increase reach and visibility to the target audience with engaging video and carousel photos that will drive prospects to the Crystal Cruises website with a strong call to action.

Strategy:

During the campaign, a variety of digital video and carousel photography ads will aim to attract and engage the target audience. The audience selected is wide (52 million) with an estimated daily reach of 12,000 to 30,000. It is considerably less costly to advertise on Facebook than Google as the cost-per-click (CPC) rate in the second quarter of 2016 was 27 cents and has remained consistent. This is a huge benefit for budgeting purposes. This budget should be reviewed and increased if deemed effective.

Rationale:

According to Pew Research Center, Facebook is the most popular social media platform, with roughly 79 percent of Internet users using the platform. The demographics of its users match the target audience of between 62 to 72 percent in the age cohort, 79 to 84 percent with a college degree, and 77 percent with an annual income of at least \$75,000 (Greenwood, Perrin & Duggan, 2016). The target audience uses Facebook as a one stop shop for checking in with family and friends, a past-time and as a news feed for daily information. The opportunity for word of mouth can be a very powerful influencer on Facebook if it resonates with the viewer.

Metric:

Measure downloads, clicks, click-through rates to website and social shares. Use unique URL and also a lead generation form to capture prospects' email addresses for email retargeting.

Cost:

\$42,000 or \$200 per day for seven months of the campaign: January, February, March, April, May, September and October.



Image 13: Facebook branding guide (Source: Facebook, 2013)

Media Mix: Nontraditional Digital Video Display Ads

Objective:

To increase brand awareness, engage prospects and drive audience to website with a strong call to action.

Strategy:

To use the platform to tell a compelling video story with rich media that will resonate with prospects. Consumers are more willing to accept and click on retargeting ads if they have previously viewed a video. The strategy is to pull more prospects into the sales funnel and create more opportunities for retargeting and conversions. According to a study using Lasswell's communication model, there are three influential factors with online videos: Persuasive intent, perceived humor, and multimedia effect. Direct and overt marketing has a negative effect while humor and multimedia have positive influences. The strategy is for the video to be shared on social media platforms by attracting attention while disguising the commercial intent (Hsieh, Hsieh & Tang, 2012). The rich media video can identify potential prospects and organically create electronic word-of-mouth (eWOM) through sharing. This is especially relevant using the 30-second and 60-second advertising commercials on a high traffic digital platform, such as USA Today.

Rationale:

The benefits of high impact digital gravity ads are that they are highly engaging, load with the page and remain expanded until the viewer decides to close, which allows for higher interaction. The high quality video and the option for a manual play or unmute features places the control in the viewer's hands. The rationale is to provide engaging storytelling video that catches the eye or grabs the attention of the reader while online. This can be achieved through humor and/or education.



Crystal Cruises recently released new videos on Facebook and Twitter focusing on a message about the river cruise experience sailing on the Rhine River on board the Mozart. These videos have clearly captured Facebook fans with more than fifteen thousand views in a few months. Therefore, by advertising on USA Today digital platform, Crystal Cruises can leverage the appeal of the videos to a broader audience. *Exhibit: 9* indicates the broad reach for the digital advertisements.

Metric: One metric is to count the downloads and length of time watched. Another metric is to offer a teaser where Crystal Cruises can capture the visitor's email address through a unique landing page. An educational guide or some other educational information will be offered in exchange. These visitors will be retargeted for future email marketing.

Cost: \$150,000

Exhibit: 9

Similar Video Content Homepages as USA Today



Media Mix: Nontraditional Content Marketing

Objective:

Create compelling content for blogs, videos, articles and thought leadership; newsworthy information that is relevant and persuasive that will serve to educate and inform consumers and industry professionals (Harris, 2015).

Strategy:

Currently, Crystal Cruises produces a travel blog under a moniker for the CEO and president, Edie Rodriguez. The strategy is to take this same idea to a larger audience level with the use of well-known bloggers who have accumulated a sizeable audience of followers (Ritchie, 2012). Through an inbound content marketing strategy identify social influencers and bloggers in the travel and tourism industry to produce and distribute valuable, relevant content for the target audience. This can be achieved through the creation of:

- Travel guides – Consumers who are planning an expensive vacation desire travel guides that have personal recommendations. This is especially important when traveling to a foreign country. The analogy is similar to consumers using a ratings guide on Amazon to purchase. Downloading a guide is an effective lead generator mechanism.
- Interactive infographics – Infographics are especially appealing to consumers because complicated information is easily displayed into a story of pictures. An interactive map of the rivers of Europe highlighting the ports of call is especially enticing and easy to share with family and friends on social channels. Downloading the interactive map is an effective lead generator mechanism.

- Quizzes – This is an engaging digital content conversation starter for consumers on social channels. For example, a consumer could take the quiz to discover what personality type they are and what European river cities they must visit.
- Videos – It is not surprising that consumers love to watch videos. A cottage industry has been created taking blogging to the next level with video bloggers also known as “vloggers.” Videos could be produced using someone famous such as Samantha Brown on the travel channel.
- Blogs – As part of a celebrity endorsement contract, the spokesperson could be required to wear some of the Crystal Cruises logo clothing prominently displaying the iconic seahorses. Celebrity bloggers could write about what the celebrity is wearing and potentially distribute to a wider audience.

Rationale:

Consumers crave and require relevant information especially when planning an expensive vacation. Part of the consumer journey is to be reassured they are making the right decision and that relevant content supports their decision. Bloggers and vloggers can distribute educational information to the public where valuable keywords are incorporated. Creating and publishing relevant content over the Internet that mentions the Crystal brand and other valuable keywords will assist in optimizing the organic ranking of search through Google and other search engines.

Metric:

Measure audience engagement insert as demonstrated in *Exhibit: 10*.

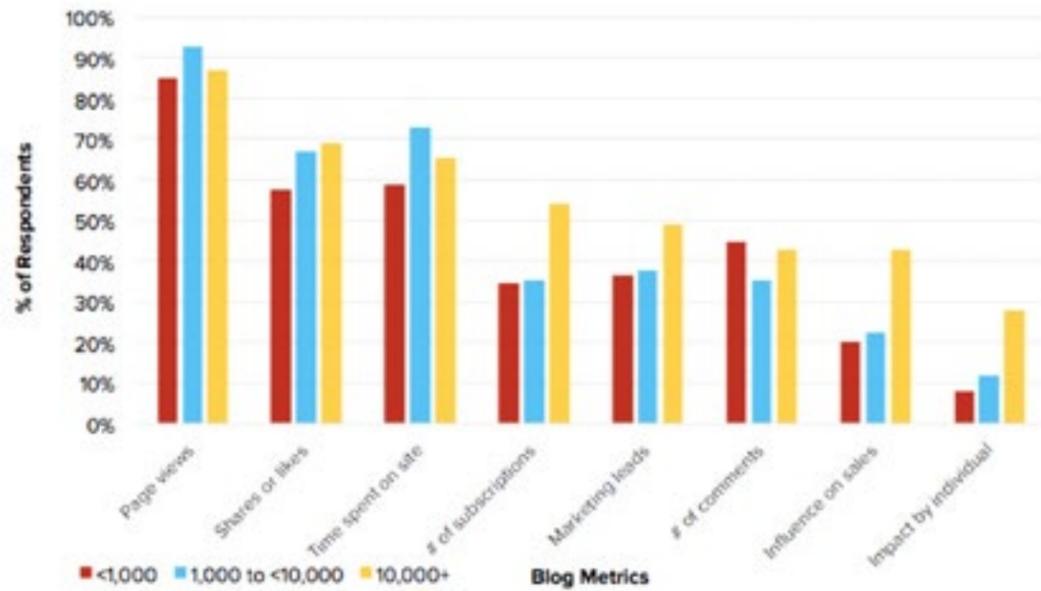


Exhibit: 10 (Source: Content Marketing Institute, 2015)

Cost:

The ideal arrangement is to cultivate an audience of non paid bloggers of no cost to Crystal Cruises.

Sponsored blogs can jeopardize the validity of the content and frustrate consumers by disguising as

being independent.

List of top Travel Bloggers:

Cruise Maven Travels
Sherry Laskin Kennedy, Cruise Maven

Cruise RADIO ONLINE. ON BOARD. ON AIR.
Doug Parker, Cruise Radio


Stewart Chiron, The Cruise Guy


Gene Sloan, USA Today

THE LUXE TRAVEL
Emily Stephens, The Luxe Travel

A LUXURY TRAVEL BLOG
FOR THOSE WHO ENJOY THE FINER THINGS IN LIFE
Dr. Paul Johnson, A Luxury Travel Blog

The Washington Post
Mary Ann Treger, award-winning travel writer

poshbrood
Elizabeth Throp, Poshbrood

JustLuxe
Nicolle Monico, Just Luxe

LUXURY TRAVEL DIARY
Yasmin Pullman, Luxury Travel Diary

Media Mix: Nontraditional Social Media Marketing

Objective:

Engage consumers and prospects in conversations over social media channels such as Facebook, Twitter and Instagram that encourage and persuade sharing of content.

Strategy:

Create compelling content in the form of blogs, videos, and lookbooks to engage consumers.

A suggestion is to create a variety of contests on social media to discover and reward the most traveled individual or couple strategy. Social media channels can be a great source to cultivate online focus group participants. The strategy is to build social audience, identify potential brand ambassadors and leverage these relationships.

Rationale:

Exhibit: 12 demonstrates that social media is a popular media for the target market based on generation and household income. Increasingly, consumers rely on social channels to have conversations with friends, family and colleagues so they can catch up on the latest adventures and milestones in life. Consumers rely on recommendations from these valued sources when making purchasing decisions especially when it comes to high-end priced items such as a vacation. According to an article in the *Journal of Travel & Tourism Marketing*, online reviews have a significant impact on buying behavior especially with higher priced ticket items. The reviews are considered honest, authentic, trustworthy and especially helpful and an influential component of the buyer's journey (Schuckert, Liu & Law, 2015). Consumers seek to consult online reviews on social media channels that demonstrate a positive correlation between the purchase intent and the actual decision. Social media is the ideal platform

to provide educational information that increases brand awareness and validates vacation purchasing decisions from experts in the field. The charts demonstrate based on age, gender and household income that social media is a valuable media vehicle.

Metric:

Measure brand awareness by using metric for volume, reach and exposures. Measure engagement with metrics for comments, replies, shares and new followers.

COST:

This would be conducted in house by the public relations department and the social media manager.

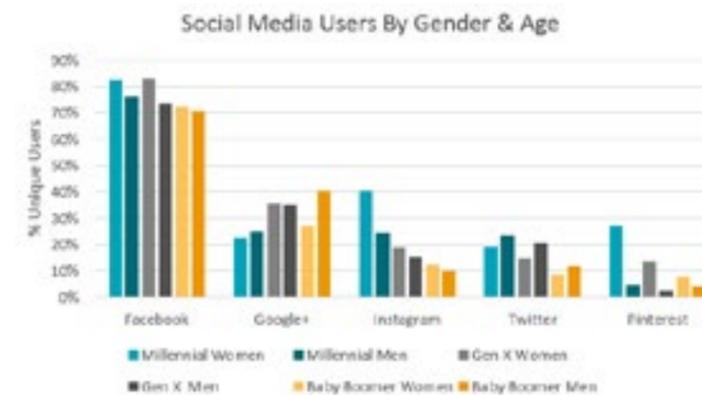


Exhibit 11 (Source: Realitymine, 2015)

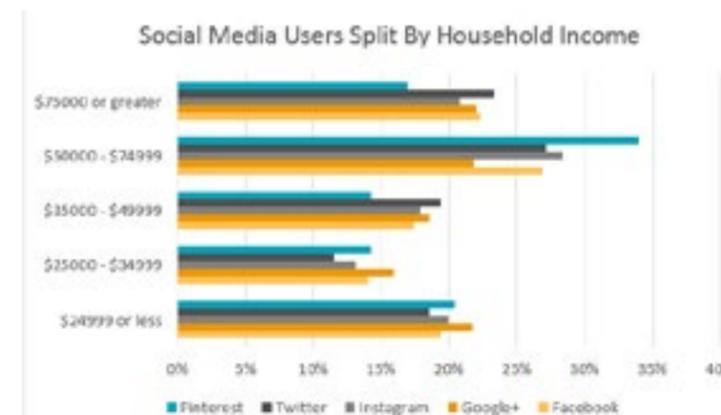


Exhibit: 12 (Source: Realitymine, 2015)

Instagram



facebook

Cable Target Markets

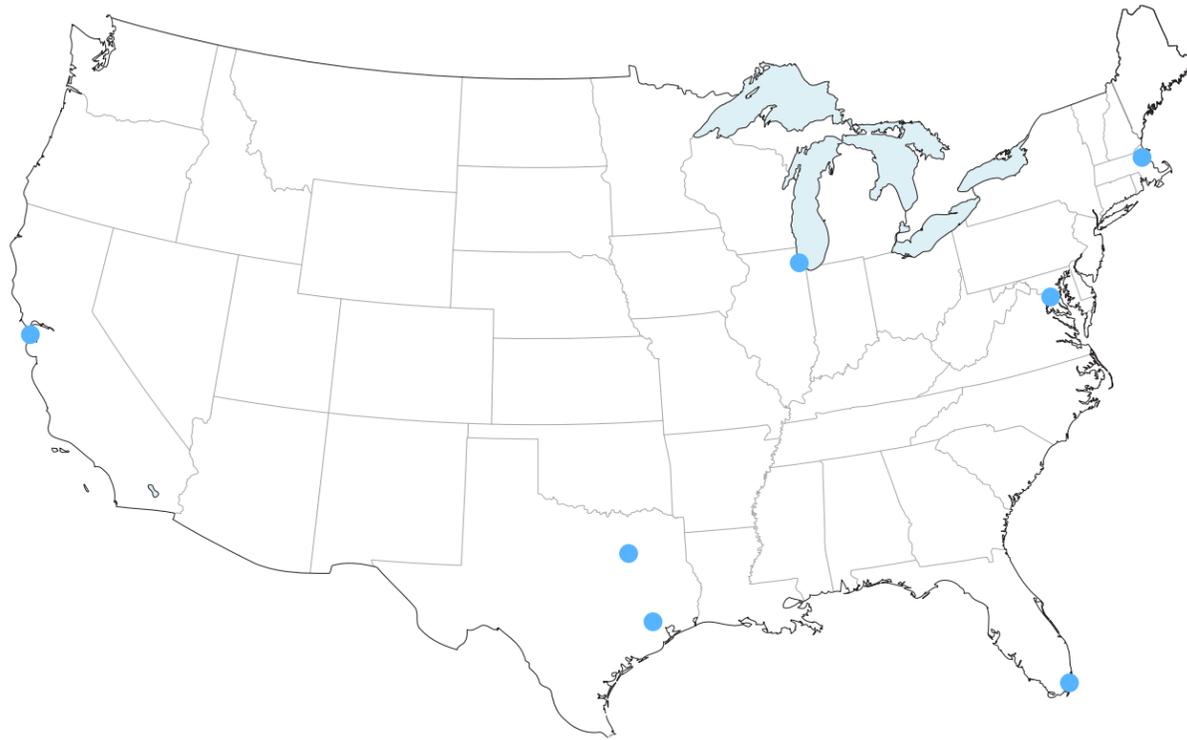


Exhibit: 13

MARKETS	Cable HHs	%TV HHs	Rate 30-sec	Rate 60-sec
Boston, MA	2,321,810	96.3%	\$293	\$586
Chicago, IL	2,976,860	85.7%	\$325	\$650
Dallas, TX	2,155,020	81.4%	\$350	\$700
San Francisco, CA	2,211,890	89.0%	\$293	\$586
Washington, D.C.	2,293,010	93.8%	\$358	\$716
Miami, FL	1,466,260	88.3%	\$293	\$586
Houston, TX	1,936,580	81.6%	\$400	\$800

11 Channels

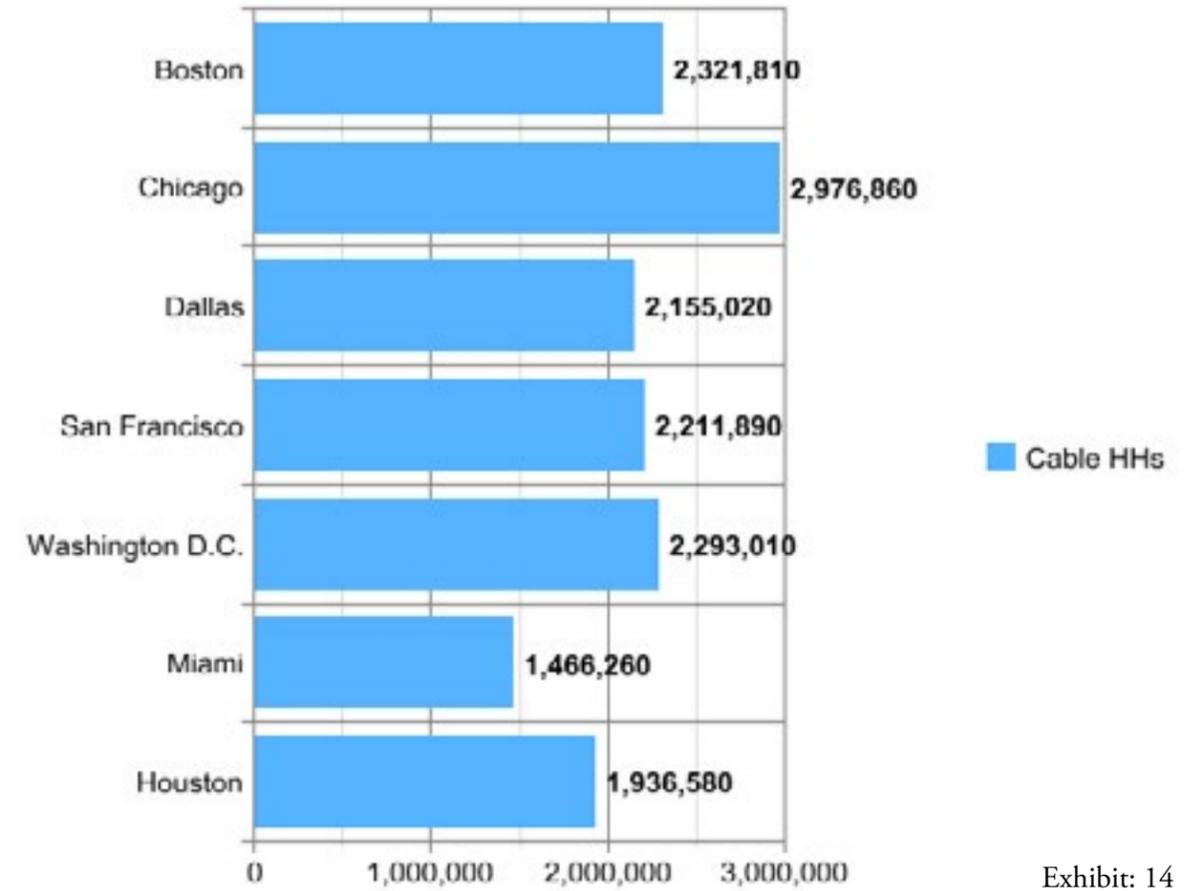


Exhibit: 14

	Jan	Feb	Mar	Apr	May	Sep	Oct	Total
	\$2,813	\$2,696	\$2,578	\$1,758	\$1,758	\$1,758	\$1,758	\$15,119
	\$3,120	\$2,990	\$2,860	\$1,950	\$1,950	\$1,950	\$1,950	\$16,770
	\$3,360	\$3,220	\$3,080	\$2,100	\$2,100	\$2,100	\$2,100	\$18,060
	\$2,813	\$2,696	\$2,578	\$1,758	\$1,758	\$1,758	\$1,758	\$15,119
	\$3,437	\$3,294	\$3,150	\$2,148	\$2,148	\$2,148	\$2,148	\$18,473
	\$2,813	\$2,696	\$2,578	\$1,758	\$1,758	\$1,758	\$1,758	\$15,119
	\$3,840	\$3,680	\$3,520	\$2,400	\$2,400	\$2,400	\$2,400	\$20,640
	\$22,196	\$21,272	\$20,344	\$13,872	\$13,872	\$13,872	\$13,872	\$119,300
	\$244,156	\$233,992	\$223,784	\$152,592	\$152,592	\$152,592	\$152,592	\$1,312,300



Print Magazine



Image 14: Magazine Stack (Source: Compulsive Tripper)

PRINT MAGAZINE	Readers per copy	Circulation	MALE/FEMALE
Robb Report		100,000	78/22
Travel + Leisure	14,464	959,000	52/48
Town & Country	480,207	480,207	68/32
Conde' Nast Traveler		950,000	
AMX Departures	3.1	1,300,000	53/47
National Geographic Traveler	615,000	615,000	54/46
The Economist	701,506	837,137	
Elite Traveler	97,059	97,059	60/40
TOTAL		5,338,403	

Circulation Size of Target Travel Magazines

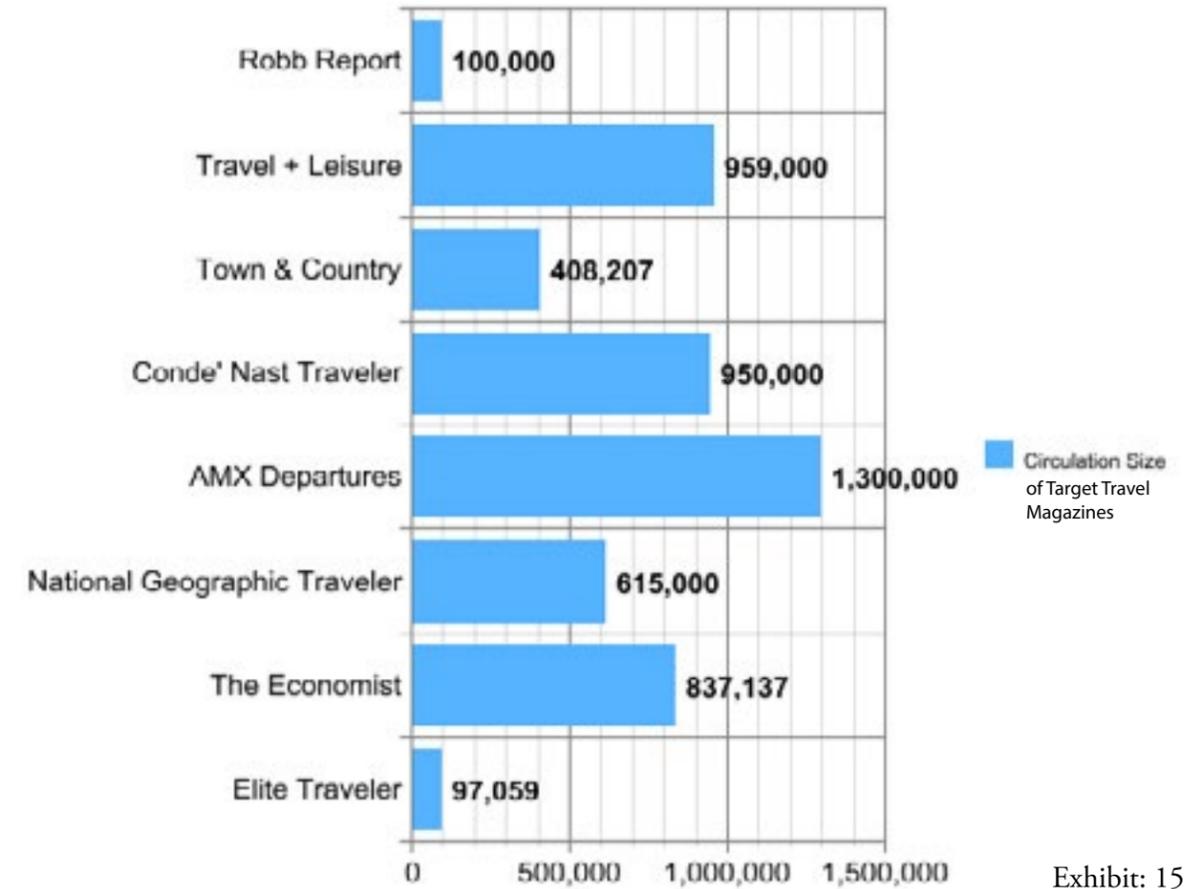


Exhibit: 15

AVERAGE AGE	AVERAGE HHI	AVERAGE HNW	PRINT
45	\$375,000	\$2.5MM	12X
51.6	\$160,000	\$1.1MM	12X
48	\$333,322	\$1.8MM	12X
	\$843,520	\$4.8MM	6X
45	\$320,687	\$1.9MM	6X
41	\$2.28M		6X

Digital Magazine



Image 15: Ads across different media (Source: Itechgeezzer, 2015)

DIGITAL MAGAZINE	REACH	MALE/FEMALE	AVERAGE AGE
Travel + Leisure	1.0M	49/57	45
National Geographic Traveler	28.0M	48/52	44
The Economist	4.7M	73/27	
Elite Traveler	26,000		
TOTAL			

circulation size of target travel magazines

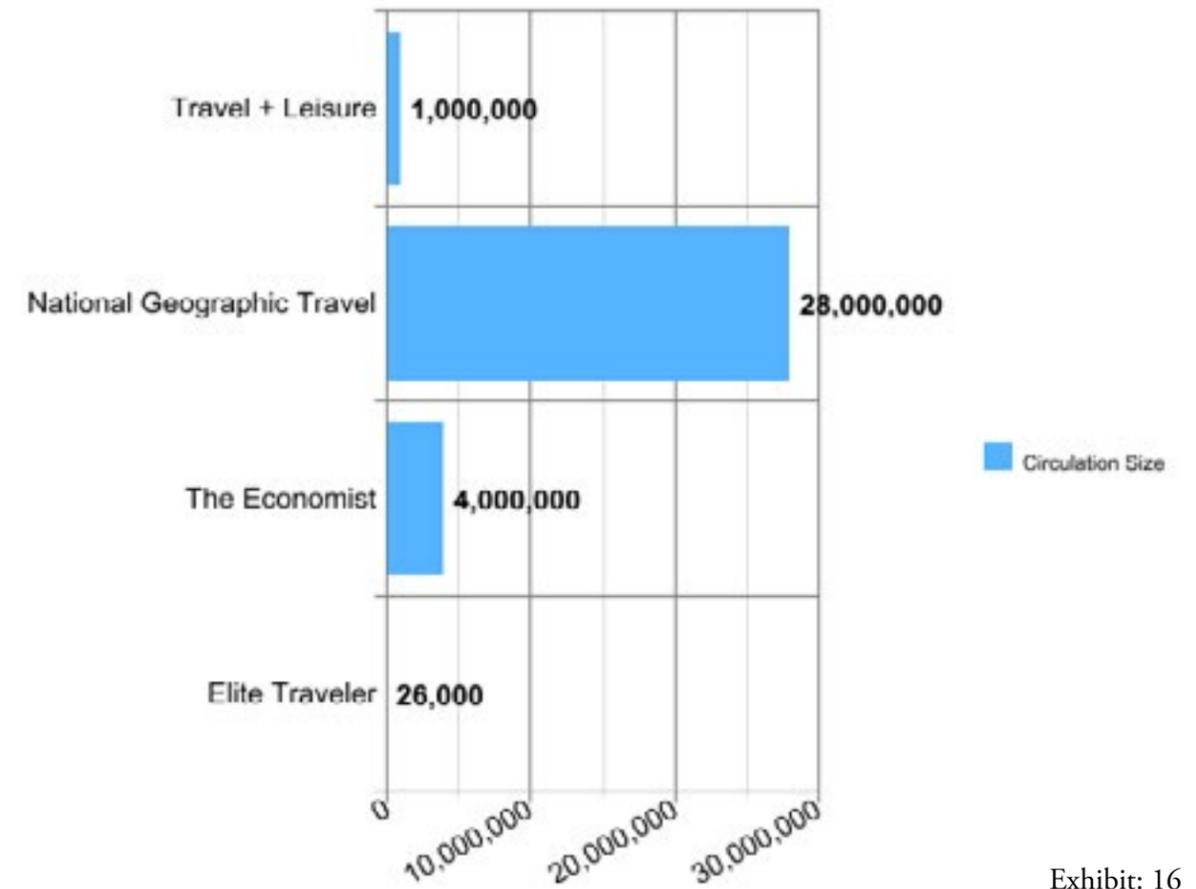


Exhibit: 16

AVERAGE HH	AVERAGE HNW	COST
\$98,000	\$1.1MM	\$73,800
\$75,000+		\$78,718
		\$18,000
		\$170,518

Integrated Communications Timing Flowchart

Target Market: 50+ Male and Female Married HNW

Week	Jan 18						Feb 18						Mar 18						Apr 18						May 18						Jun 18						Jul 18						Aug 18						Sep 17				Oct 17				Nov 17				Dec 17				Total								
	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18																					
Cable TV																																																																									
7 Markets	\$13,210,830						\$13,825,287						\$13,210,830						\$11,521,073						\$11,521,073												\$11,521,073				\$11,521,073								\$86,331,239																								
Monthly GRP	412						414						412						225						225												225				225																																
Frequency	4.8						4.6						4.4						3.0						3.0												3.0				3.0								x 11 channels																								
Reach %	86%						90%						86%						75%						75%												75%				75%																																
Total Cost	\$244,145						\$233,970						\$223,806						\$152,595						\$152,595												\$152,595				\$152,595								\$1,312,301																								
Print																																																																									
12x	\$28,554						\$28,554						\$28,554						\$28,554						\$28,554						\$28,554						\$28,554						\$28,554						\$28,554						\$28,554				\$28,554								\$342,657						
6x	\$53,961						\$53,961						\$53,961						\$53,961																		\$53,961				\$53,961								\$323,768																								
Monthly GRP	\$5,338,403						\$5,338,403						\$5,338,403						\$5,338,403						\$2,849,196						\$2,849,196						\$2,849,196						\$2,849,196						\$2,849,196						\$2,849,196				\$2,849,196														
Frequency	8						8						8						8						4						4						4						4						4						4				4														
Reach %	86%						90%						86%						75%						75%						60%						60%						60%						60%						60%				60%														
Total Cost	\$82,516						\$82,516						\$82,516						\$82,516						\$28,554						\$28,554						\$28,554						\$28,554						\$28,554						\$28,554				\$28,554								\$666,425						
Digital Magazine																																																																									
12x	\$6,150						\$6,150						\$6,150						\$6,150						\$6,150						\$6,150						\$6,150						\$6,150						\$6,150						\$6,150						\$6,150				\$6,150								\$73,800
6x	\$16,121						\$16,120						\$16,120						\$16,120																		\$16,120				\$16,120								\$96,720																								
Monthly GRP	4						4						4						4						1						1						1						1						1						1				1														
Reach %	86%						90%						86%						75%						75%						60%						60%						60%						60%						60%				60%														
Total Cost	\$22,271						\$22,270						\$22,270						\$22,270						\$6,150						\$6,150						\$6,150						\$6,150						\$6,150						\$6,150				\$6,150								\$170,520						
Google SEO																																																																									
12x																																																																									
Month CPC	\$300/day						\$300/day						\$300/day						\$200/day						\$200/day						\$100/day						\$100/day						\$100/day						\$100/day						\$100/day				\$100/day														
Frequency																																																																									
Reach %																																																																									
Total Cost	\$9,000						\$9,000						\$9,000						\$6,000						\$6,000						\$3,000						\$3,000						\$3,000						\$3,000						\$3,000				\$3,000								\$66,000						
Facebook Ads																																																																									
7x																																																																									
Month CPC	\$200/day																		\$200/day				\$200/day																																																		
Frequency																																																																									
Reach %																																																																									
Total Cost	\$6,000						\$6,000						\$6,000						\$6,000						\$6,000																		\$6,000				\$6,000								\$42,000																		



Integrated Communications Timing Flowchart (Continued)

Target Market: 50+ Male and Female Married HNW

Week	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 17	Oct 17	Nov 17	Dec 17	Total
	19 20 21 22	23 24 25 26	27 28 29 30	31 32 33 34 35	36 37 38 39	40 41 42 43	44 45 46 47	48 49 50 51 52	1 2 3 4	5 6 7 8 9	10 11 12 13	14 15 16 17 18	
Digital Newspaper													
3x													
CPM	\$14.79	\$14.79	\$14.79										
Frequency	10	10	10										
Reach %	70%	70%	70%										
Total Cost	\$50,000	\$50,000	\$50,000										\$150,000
Content Marketing													
17x													
CPM													
Frequency													
Reach %													
Total Cost													
Social Media Marketing													
17x													
CPM													
Frequency													
Reach %													
Total Cost													

Exhibit: 17



Campaign Budget and Costs

Exhibit:18 indicates the media budget of \$2.4 million and Exhibit:19 indicates additional fees of \$5 million for a combined total campaign budget of \$8 million. This is based on the \$5-million-dollar contract with Jennifer Aniston for her participation in the Emirates commercials which were widely successful. Since the brand has made a sizeable investment expanding the fleet with new builds for ocean, river and expedition voyages, and adding the private jet service of Crystal Air and the exclusive partnership with Peninsula Hotel, the marketing budget needs to be increased to jump start the brand in the consumer’s eyes. By using a celebrity spokesperson, the brand will automatically grab the attention of the consumer and break through the clutter of predictable advertising that typically showcases the ship, the destination and the amenities. The budget is weighted heavy on traditional media of television and print media and this is in alignment with new brands that initially require a

larger reach.
Exhibit: 18

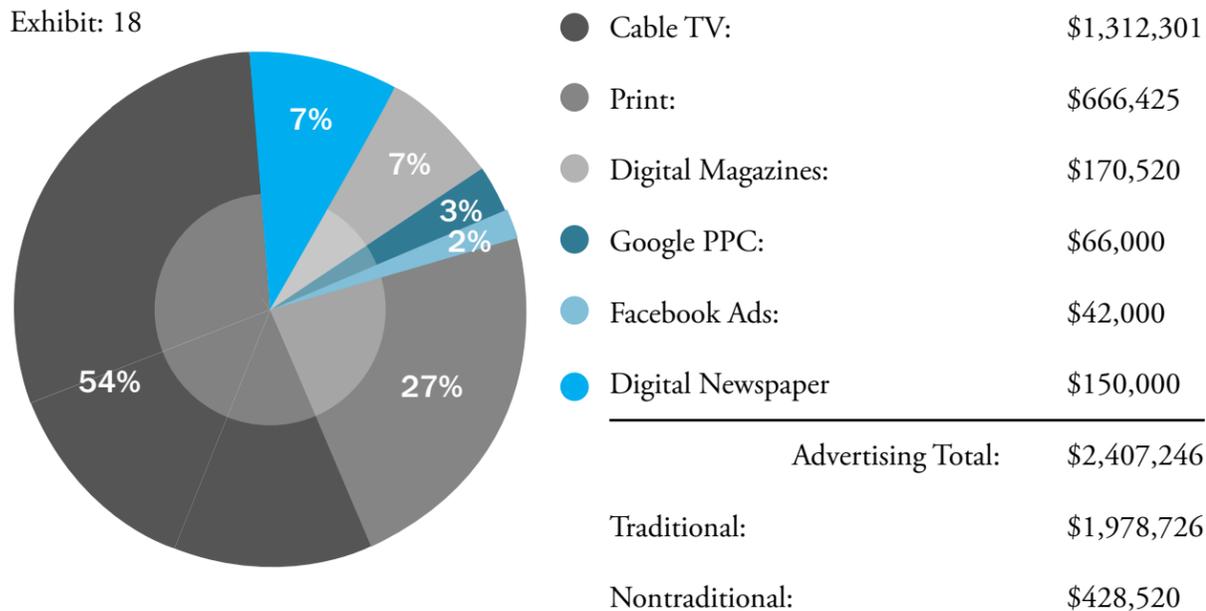


Exhibit: 19

Additional Fees

Celebrity Couple:	\$5,000,000
<hr/>	
George and Amal Clooney Based on contract with Jennifer Aniston and Emirates Airlines.	
Television Commercial Pre and Post Production Costs:	\$450,000
<hr/>	
Based on quotation from Creative Director, Zachary Madrigal, Barton F. Graf, LLC. New York, New York for similar project with Kettle One. Location shoot, talent, pre and post production and 2 rounds of edits.	
Print Production Costs: 4 ads will run 3 times in the 12x Print publications @ \$2,500 x 4 Production costs for location shoot, talent, post production and 2 rounds of edits.	\$10,000
<hr/>	
Digital Production Costs: 3 videos @ \$5,000 each Production costs for video: location shoot, talent and post production, 2 rounds of edits.	\$15,000
<hr/>	
Agency Fee for Google AdWords PPC: 15 hours per month @ \$50.00 per hour x 12 months.	\$9,000
<hr/>	
Cable placement fee 5%	\$65,615
<hr/>	
Online digital placement fee 5%	\$7,500
<hr/>	
Total:	\$5,561,315.00



Creative Executions

Print & Digital:



Let's Make A Memory

THE LUXURY IS CLEAR: Your every wish is anticipated and your preferences remembered. You will not be disappointed with a once in a lifetime experience onboard a Crystal River Cruise.



CALL: 888-CRYSTAL
For your FREE river cruise travel guide

Creative Executions

Print & Digital:



Let's Make A Memory

THE LUXURY IS CLEAR: Your every wish is anticipated and your preferences remembered. You will not be disappointed with a once in a lifetime experience onboard a Crystal River Cruise.



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Creative Executions

Print & Digital:



Let's Make A Memory

THE LUXURY IS CLEAR: Your every wish is anticipated and your preferences remembered. You will not be disappointed with a once in a lifetime experience onboard a Crystal River Cruise.

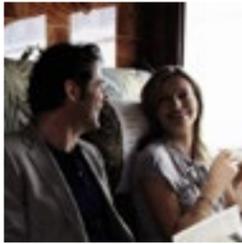


CALL: 888-CRYSTAL
For your FREE river cruise travel guide

Creative Executions

TV Spot: 60 Seconds

1.



Opening with George and Amal Clooney relaxing on train in Europe in love.

2.



The couple is suddenly jerked forward by the stopping of the train.

3.



The couple is told they will have to exit the train due to malfunctions.

4.



The couple panics because they need to get to Lake Como in Italy to receive guests.

9.



They are incognito to everyone and giggle and laugh. They are like tourists in love.

10.



They spot an opportunity to take a balloon ride over French lavender fields.

11.



They tour the lush garden.

12.



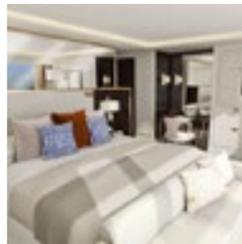
They spot the little village where the Mozart is docked.

5.



George sees the Crystal Mozart in port and has an idea. Let's take a relaxing cruise to Lake Como. It will be fun and Let's Make A Memory.

6.



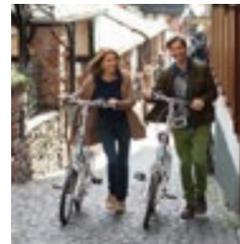
They step on board, are treated like royalty and escorted to their suite. Music plays and Amal is genuinely surprised and excited.

7.



They have a relaxing evening dining and enjoying the experience.

8.



The next day, after breakfast in their suite, the butler recommends touring the village on bicycles.

13.



They hop into an historic convertible to go into the countryside.

14.



They have a romantic picnic in the vineyard fields.

15.



Enjoying a picnic.

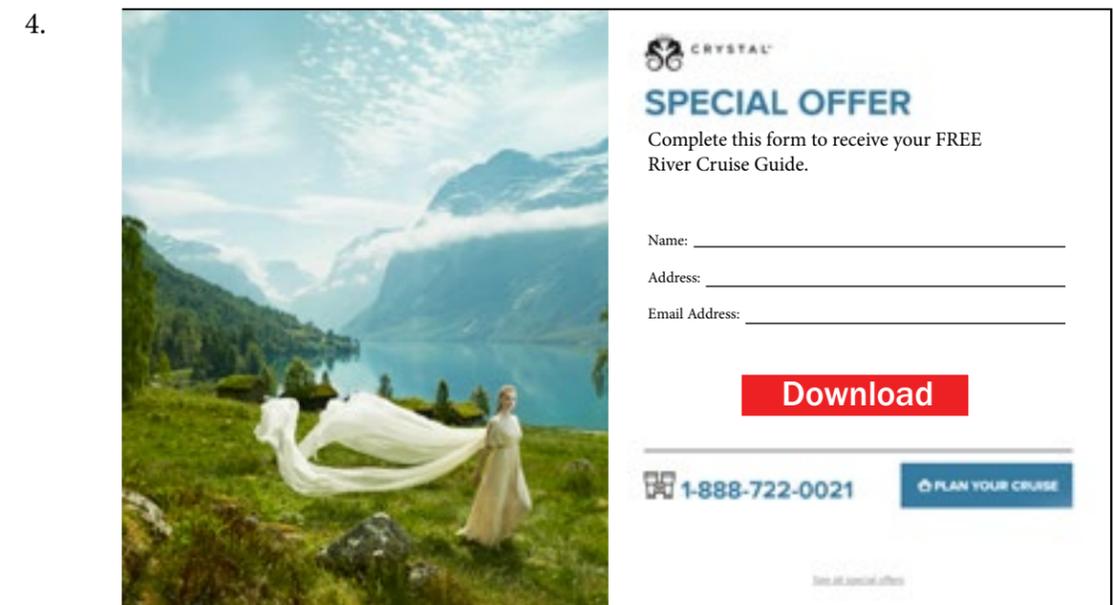
16.



It reminds them of planes, trains and automobiles. They arrive in the last port of call. Now that was a memory.

Creative Executions

Example Landing Page



5.



Internal Communications Plan

The internal audience for Crystal Cruises comprises of 3 distinct audiences all unique because of the location and proximity:

- Los Angeles, California office
- Miami, Florida office
- Amsterdam, Netherlands office
- On board ships with officers and crew

A variety of touch points will be used to inform the employees of the marketing campaign:

Intranet

The intranet will be used to communicate regular updates preceding the launch date of September 1, 2017. There will be a dedicated section on the intranet for marketing where video out-takes and humorous photos could be posted.

Email Correspondence

The marketing department will be tasked with creating the copy that will be posted on the intranet and email correspondence directed to department heads and employees. The message will come from the president, Edie Rodriguez and the managing director, Walter Littlejohn. The tone should be informative while at times humorous. The communication will encourage employees to join the conversation on social media channels and become a Crystal brand ambassador.

Video Message

This touch point will be more personal coming from the president or managing director. The messaging is to thank each employee for their contribution and give metrics to demonstrate how the campaign is progressing. A new video should be produced once a month and distributed to all of the offices simultaneously.

Posters

Posters will be printed and displayed in the public areas of the corporate office. There will be a contest between the three offices: Santa Monica, Miami and onboard ship, to submit ideas over a 3-month period, and for storylines for future videos to support the “Let’s Make A Memory” campaign. Prizes will be determined by the managing director, Walter Littlejohn.

Social Media

A variety of videos and postings will be made to the social media channels of Facebook, Twitter and Instagram during the campaign. The social media manager will attend the individual department meetings each quarter and present a social media plan surrounding the campaign with planned milestones. At each subsequent meeting, metrics and progress will be discussed. In addition, employees will be encouraged to share ideas with the social media manager and identify loyal customers or prospects. The call center employees will be trained on how to engage consumers and ask if they have viewed the advertisements.

Measurements and Evaluation Plan

The most important metric will be to measure the increased in website traffic coming from a variety of channels. The pre and post tests will test: Brand awareness, sales increase and social relevance.

Exhibit: 20 demonstrates how many leads demonstrates how many leads are required to be generated for the proposal to be cost effective. Note that the initial investment for the celebrity spokesperson will decrease as the lifetime value of the customer is increased.



Image 16: Rhein river, Germany (Source: HDW, 2015)

Pretests

Surveys

Before measurements can be conducted it is important to establish a baseline awareness through surveys in the target market geographic locations. A variety of samples will be required to obtain a comprehensive viewpoint. It is recommended to conduct surveys online through social media channels, through the travel agency community by sending an electronic email survey to a sample size of the regional key accounts, and with a pop up survey in coordination with a USA Today online digital product. An example of working with the travel agency community is to collaborate with a consortium key account such as Virtuoso. Working with the consortium's corporate office, key accounts can be identified and the survey can be sent to a sample size of the customer base.

Unique 800 Numbers, Landing Pages and Call-To-Actions

Currently there doesn't appear to be a mechanism to capture leads or visitors on the Crystal Cruises website other than an 800 number or directing the visitor to call a travel agency. It is unclear if this is a unique 800 number for tracking purposes. Therefore, it is recommended to create unique 800 numbers for the print advertisements and unique landing pages for digital advertisements with a variety of call-to-action options telling the prospect what to do. These options can be to provide email and home address information in order to receive a travel or packing guide that is of relevance to the customer. The data captured will be used for retargeting.

Posttests

Brand Awareness

Qualitative Method

Each sales representative for Crystal Cruises will conduct informal focus group lunches with customers of travel agents in the target markets selected for the television advertising. The travel agency will support and recommend participants. The focus group objective is to test whether they saw the cable, print, and/or digital advertisements. Conduct online surveys each quarter over the life of the campaign. Participants can be cultivated from a social media platform of Twitter and Facebook. The survey will be used to test brand recognition, if they have visited the website and if the “Let’s Make A Memory” advertising resonated. Use Google Analytics to determine what activity is spiking increased website traffic that is linked to the advertising. This is especially important since the majority of the financial investment is in traditional media such as television and print. Therefore, it is important to track if it is performing with ROI. Use Google AdWords to track increased volume of searches in association with the keyword phrases selected. The analyst will look for click-through rates and conversions.

Measure reach by using Google Analytics to determine unique visitors, geographic areas and what type of device and time of day for high activity. In addition, use Google Trends for increased search volume. Measure social sharing with respect to the videos posted on social media channels. This can be important to determine engagement with the brand. The use of Survey Monkey is advised to survey non cruisers and a larger audience.

Cost \$ 10,000



Monthly Website Traffic	10,000	20,000	30,000	40,000	50,000
Web Conversion Rate:					
1:10	1,000	10,000	3,000	4,000	5,000
Closure Rate					
10%	100	200	300	400	500
15%	150	300	450	600	750
20%	200	400	600	800	1000
AVG Cruise Rate \$3,500					
Closure Rate 10%	\$350,000	\$700,000	\$1,050,000	\$1,400,000	\$1,750,000
Closure Rate 15%	\$525,000	\$1,050,000	\$1,575,000	\$2,100,000	\$2,625,000
Closure Rate 20%	\$700,000	\$1,400,000	\$2,100,000	\$2,800,000	\$3,500,000
Annual Gross Leads					
	1200	2400	3600	4800	6000
	1800	3600	5400	7200	9000
	2400	4800	7200	9600	12000
Annual Gross Sales					
10%	\$4,200,000	\$8,400,00	\$12,600,000	\$16,800,000	\$21,000,000
15%	\$6,300,000	\$12,600,000	\$18,900,000	\$25,200,000	\$31,500,000
20%	\$8,400,000	\$16,800,000	\$25,200,000	\$33,600,000	\$42,000,000
Cost Per Lead/Aquisition					
Based on \$8 Million	\$6,666	\$3,333	\$2,222	\$1,666	\$1,333
Campaign	\$4,444	\$2,222	\$1,481	\$1,111	\$888
	\$3,333	\$1,666	\$1,111	\$833	\$666
Estimated Lifetime Value LTV					
Based on \$4,000	\$108,000,000	\$216,000,000	\$324,000,000	\$432,000,000	\$540,000,000
order value x 15	\$162,000,000	\$324,00,000	\$486,000,000	\$648,000,000	\$810,000,000
repeat purchase per year x 15 years =	\$216,000,000	\$432,000,000	\$648,000,000	\$864,000,000	\$1,080,000,000
	\$90,000				

Exhibit: 20



Conclusion

It is a very exciting time for Crystal Cruises with new ownership and the cash infusion, which has opened the doors for a rapid expansion into a variety of product lines including the river cruise segment. As the number one luxury cruise brand it is important to press forward with a national campaign. The brand is poised to recapture increased market share and solidify the number one positioning in the luxury cruise field with a variety of products. This positioning is considered ultra luxury and it is a unique selling proposition that separates Crystal Cruises from the competition. This proposal recommends a national campaign to jump start the sales and marketing initiatives and demonstrates a way forward. It has clearly presented a plan for a fully integrated message across a variety of touch points. There are many more options that can be incorporated at different stages. However, initially branding the product with a celebrity and national advertising will achieve elevating the brand in the consumer's eyes and in the luxury vacation market space. It is our hope that a collaboration between Crystal Cruises and the Comings & Goings Agency will be forged, as we sincerely believe it will be mutually beneficial and exceed all your expectations.



Image 17: Crystal Cruise Food
(Source: Crystal Cruise, 2015)



Image 18: Rhein River (Source: Crystal Cruise, 2015)



Image 19: George and Amal (Source: People Magazine, 2013)

Appendices

Appendix A: Focus Group Report for Crystal Cruises

Date and Location: Tuesday, October 25, 2016 at Le Madeline Restaurant in Alexandria, VA.

Moderator: Rene' Fadoul, MS Integrated Marketing Communications Candidate Participants: There were 6 individuals, all of whom have a worldwide travel history and have taken a minimum of 2 cruises each. The participants were all over age 50 and had the financial means to take a Crystal Cruise.

- 5 females 1 male
- 3 married, 1 widow, 1 married, 1 single
- All were college educated with 4-year degrees
- All lived in the Washington, D.C. metropolitan area in Northern Virginia

Background

A travel professional and former business colleague brought the group to the location with the understanding that they would be participating in a focus group to gain insight about Crystal Cruises. The time designated for the focus group was a minimum of 1 hour and the session was recorded. All participants signed a waiver and release form, and were informed that the session would be recorded. They were given a \$10 Starbucks gift card at the conclusion of the session.

Methodology

Participants were presented with a brief statement of why they had been selected for the focus group. A brief introduction of name and background took place within the first five minutes. The moderator passed out the first concept statement to each participant. She read the statement and tasked participants with underlining words or phrases that were important, or that they agreed or

disagreed with. The rules of engagement were to share with each other what the concept meant to them personally, including what they thought of it, its importance, what they liked or disliked about the statement, and if it was persuasive enough to buy. The three concepts presented in order were:

Concept 1: Rated No. 1 Luxury Cruise Line

Crystal Cruises strives to transfer the luxury cruise experience from its ocean voyages to river cruising. Crystal has been rated by Conde Nast for twenty three years in a row as the Number one cruise line in the luxury sector of leisure travel. This award is one of many from the industry, travel agents, consumers and the media who conduct annual surveys to connect with the pulse of travelers. The cruise line has consistently offered a high passenger to crew ratio of 1 to 1.67, which is the highest in the river cruise sector. This means that there is more than one and a half crew members for each guest and allows Crystal to provide and maintain the best quality of service in river cruising. Guests will enjoy a level of pampering that is the best in the industry. This along with exquisite cuisine, entertainment, extraordinary all suite accommodations and destinations where they enjoy overnight stays in popular cities located on the rivers of Europe. As a traveler, when you decide to travel on a Crystal river cruise, it means you require and deserve only the best. Crystal Cruises stands alone as the only luxury cruise line in river cruises. You can be assured that by choosing Crystal you can tell family, friends and colleagues that you traveled on the World's number one river cruise.

Concept 2: All Inclusive No Surprise Pricing

Crystal Cruises has expanded into the river cruise segment in Europe and is the only luxury



rated cruise line to enter this market. The remarkable history of unsurpassed service and superior quality is now available on river cruises and opens an entire new market for travelers who prefer this itinerary as opposed to ocean voyages. Crystal Cruises has a signature “All-Inclusive” philosophy that includes: all meals, entertainment, suite accommodations, butler service, complimentary airport transfers to and from the ship, beverages including fine wines, champagne, premium spirits and all non-alcoholic beverages, specialty coffees, gratuities for housekeeping, dining and bar staff and two guided Crystal Adventure shore excursions available in every port and Wi-Fi/Internet service (60 minutes per person/per day.) A Crystal river cruise fare can begin at \$3400 per person for a 10-day voyage. When you book a Crystal River Cruise, there are no surprises with additional add-on pricing as compared to other river cruises. Other river cruises entice customers with a low base price and many add-ons, which can easily become uncontrolled costs. Guests who decide to book a Crystal River Cruise will have peace of mind because luxury travel is not meant to have add-ons. You deserve an all-inclusive price.

Concept 3: Crystal Cruises Loyalty Program

Crystal Cruises has one of the industry’s best loyalty programs in the luxury segment. This program provides savings for every voyage in every category with no restrictions. Once you sail on a Crystal cruise whether it is an ocean voyage or river cruise, you become a member of the Crystal Society. This exclusive club provides many benefits. One is the “As you Wish” shipboard credit, which allows the guest to use the credits for what best fits their needs. Members also receive an exclusive preview of future itineraries and fares prior to being announced to the general public. This means guests are able to obtain the suite and fare desired instead of having

to sort through leftover options. Crystal Cruises offers guests one free cruise for every 25 taken. This is the fastest reward system in the luxury cruise segment. There are other benefits such as private cocktail parties for Crystal Society members and special recognition during sailing for specific milestones of membership. The loyalty program serves to reward returning guests as a Crystal Society members.

The moderator prompted the discussion and only offered brief responses except to clarify

Summary

The Number one cruise line concept didn’t impress the group at first. They were interested in learning more about the product and why it was rated so highly. The discussion was free flowing and each one fed off each other fluidly. This is most likely because they were familiar with each other and there was a built-in comfort level.

Therefore, I found that it was unawareness of the brand that was more intimidating at first. The general consensus was that they trusted their history of traveling on premier lines and naturally asked, “How much better could it get?” One experienced cruiser said that the brand is very important to her and her family because they like to brag and share at the country club and other social gatherings about their travel experiences. They had no idea that Crystal was the only luxury rated river cruise in Europe. One participant’s brother is a retired CEO for PetSmart and other corporations and he and his wife only sail with Crystal Cruises. She relayed his experience onboard Crystal Cruises, listing that the primary reason to travel on the Crystal brand was because of the exclusivity, the extraordinary service, top of the line accommodations, and the quality of the clientele that travels on board. It was determined in a general consensus that, although Crystal Cruises would not be their brand of choice

because of price sensitivity and the desire to take a minimum of at least two cruises per year, it was something to strive for at least once in a lifetime. This exclusivity could be considered something they would mark off their lifetime bucket list. They were open to giving it a try and intrigued with the idea of a luxury river cruise. Participants were asked if they knew Edie Rodriguez and, other than one travel agent, no one knew who she was. The response was, “Who’s that?” and when they were told she was the CEO and President of Crystal Cruises, it had no impact or resonance.

The 2nd concept of all-inclusive pricing had more active discussion and interest. They were pleasantly surprised at the sample pricing and all agreed they could afford this type of trip. The listing of the inclusive benefits was eye raising and they joked that they could drink their way through Europe. The all-inclusive pricing was the most positively received concept statement and one that resonated unanimously. This started chatter that they now wanted to give the brand a try and wanted to experience it, at least once. Again, the bragging rights came up to share with friends and family and possibly to raise their positioning as influencers in the travel field.

The 3rd concept of Crystal Society Loyalty Program was interesting but didn’t seem to offer anything that would get them excited to book a cruise. The benefit of 1 free cruise for every 25 taken was laughed at because they didn’t believe they would live long enough to earn one. It was more important for them to dine at the Captain’s table, be recognized onboard as a frequent traveler, and receive numerous invitations to private receptions or events onboard ship.

The participants were asked to rank each concept and the results were as follows:

Concept	Ranking	Percentage
Concept 1 Rated No. 1 Luxury River Cruises	Ranked #2 2 of the 6 participants rated this as most important	33%
Concept 2 Rated No. 1 Luxury River Cruises	Ranked #1 4 of the 6 participants rated this as most important	67%
Concept #3 Crystal Society Loyalty Program	Ranked #3 6 of the 6 participants rated this as the least important	100%

Exhibit: 21



The words most often used:

Exclusivity, all-inclusive pricing, bucket list, luxury, unique destinations, something extraordinary, special, clientele, rich and famous and ratings.

Follow-up questionnaire:

All having taken a cruise, participants typically travel at least two times per year for seven days or longer. The motivating factors for taking a cruise are:

- Price – Is the group price sensitive?
- Destination – Where does this fall under the criteria?
- Group choice – How influential is the group?
- Ship – Does the newness of a ship make a difference?

Surprisingly, all had a personal bucket list. They were not particularly brand loyal. They are active on social media through Facebook, they all read customer reviews and they do influence them, they read travel magazines, watch cable television and enjoy receiving travel promotions through email, and direct mail.

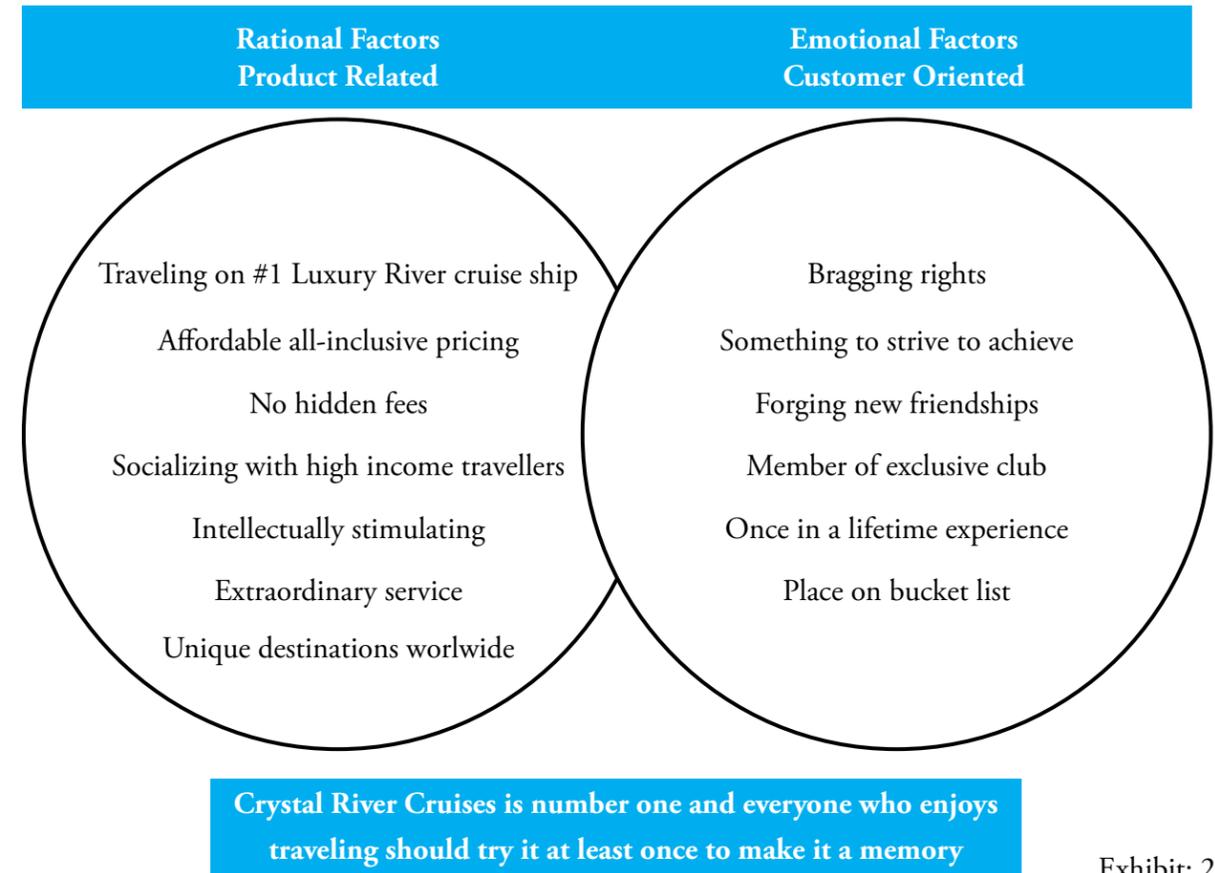


Exhibit: 22

Conclusion:

The conclusion is although the focus group may not have chosen Crystal Cruises as a first choice, it is now on their radar as a once in a lifetime experience. The price was not out of reach and they could justify it as a bucket list experience. Although it wasn't a primary motivating factor, it was a status symbol to brag that they have traveled on Crystal, which enhanced their self-image. When asked if they knew who Edie Rodriguez was, no one knew who she was and asked, "Should we know her?" The CEO and President had no effect with the traveling consumers. Only the travel agent recognized her name and position. This would be consistent with her being well known in the travel agency community and virtually unknown in the consumer environment.



Appendix B:

Consent Form for Participation in a Research Study

Researcher(s):

[Insert Name and Title of Faculty Researchers, Faculty Sponsor, and primary Researchers as applicable]

Study Title: [Insert Title of Study]

Funding Agency:

[Insert Name of Funding Agency if applicable. (Delete this entire line if not applicable)]

1. WHAT IS THIS FORM?

[Suggested statement to begin the section: “This form is called a Consent Form. It will give you information about the study so you can make an informed decision about participation in this research.”]

[For studies that are more than minimal risk, include the following suggested statement, “This consent form will give you the information you will need to understand why this study is being done and why you are being invited to participate. It will also describe what you will need to do to participate and any known risks, inconveniences or discomforts that you may have while participating. We encourage you to take some time to think this over and ask questions now and at any other time. If you decide to participate, you will be asked to sign this form and you will be given a copy for your records.”]

2. WHO IS ELIGIBLE TO PARTICIPATE?

[Describe the desired characteristics of subjects including gender, age, health limitations, medical treatments, etc. If the study includes adults only, include the following suggested statement: “Subjects must be at least 18 years old to participate.”]

3. WHAT IS THE PURPOSE OF THIS STUDY?

[Provide participants with a clear and accurate statement of the scientific purpose and objectives of the research. Use lay terms. DO not repeat the study title.]

[Suggested statement to begin the section: “The purpose of this research study is ...” OR “We are conducting this research study to ...”]

4. WHERE WILL THE STUDY TAKE PLACE AND HOW LONG WILL IT LAST?

[Describe where and when the research will be conducted and how much time (per session and in total) will be required of the participant and whether or not the participant will be contacted in the future.]

5. WHAT WILL I BE ASKED TO DO?

[Suggested statement to begin the section: “If you agree to take part in this study, you will be asked to ...” OR “There are two parts to the research study. In the first part you will be asked to ...”]

...” OR “There are two parts to the research study. In the first part you will be asked to ...”]

[Describe the procedures to be used in the study in sequential order. If participants will be screened, describe screening procedures and major inclusion/exclusion criteria. All experimental procedures must be identified as such.]

[If the research involves questionnaires, surveys or interviews, describe the type of questions that will be asked (or the topics covered) and be sure to add the following suggested statement: “You may skip any question you feel uncomfortable answering.”]

[If relevant, disclose any alternative procedures or other courses of treatment (if any) that may be advantageous to the subject.]

6. WHAT ARE MY BENEFITS OF BEING IN THIS STUDY?

[Describe any direct benefits to the participant that may be reasonably expected as a result of the research. Describe benefits expected to accrue to the population the participant represents or to society in general (e.g. advancement of knowledge, health benefits to others). DO NOT include payments for participation or other incentives and gifts as a benefit of participation.]

[If participants are not expected to directly benefit, then use the following suggested statement for this section: “You may not directly benefit from this research; however, we hope that your participation in the study may ... (Describe societal benefits).”]

7. WHAT ARE MY RISKS OF BEING IN THIS STUDY?

[Inform the participant of any risks (e.g. physical, emotional, social) as a result of study procedures. Each procedure should be identified and then the associated risks described. Identify immediate and latent risks and list them in appropriate order, from most likely to least likely to occur. Identify steps taken to minimize risks. Indicate if there may be unforeseen risks.]

[Inform the participant of any inconveniences (e.g. the amount of time required to complete procedures, abstention from food, length of time participants may be required to sit or stand) as a result of study procedures.]

[If there are no known risks, then use the following suggested statement in this section: “We believe there are no known risks associated with this research study; however, a possible inconvenience may be the time it takes to complete the study.”]

8. HOW WILL MY PERSONAL INFORMATION BE PROTECTED?

[In this section, explain in detail the specific procedures that will be used to protect the study records and subjects' identity. Include a statement describing how electronic files and data will be secured, maintained, and disposed of.]

[Suggested statement to begin section (be sure to describe procedures specific to your study): "The following procedures will be used to protect the confidentiality of your study records. (Please describe all types of study records, including audio and video digital files, if applicable.) The researchers will keep all study records, including any codes to your data, in a secure location. (Describe location, such as a locked file cabinet.) Research records will be labeled with a code. A master key that links names and codes will be maintained in a separate and secure location. The master key and audiotapes will be destroyed (X) years after the close of the study (insert number of years; typically it is six years if funded and three years if unfunded). All electronic files (include all the types of electronic files that are used, such as databases, spreadsheets, etc.) containing identifiable information will be password protected. Any computer hosting such files will also have password protection to prevent access by unauthorized users. Only the members of the research staff will have access to the passwords. At the conclusion of this study, the researchers may publish their findings. Information will be presented in summary format and you will not be identified in any publications or presentations."]

[If study data is to be released, describe the person(s) or agency to whom information will be furnished, the nature of the information to be furnished, the purpose of the disclosure and whether the participant's name will be used. This is particularly important for certain vulnerable populations including employees (management access to study data), student athletes (coaching staff access to study data).]

[Describe any situations in which confidentiality cannot be guaranteed.]

[If a Certificate of Confidentiality is required, describe the extra protection (and limits to such protection) that is afforded. Refer to the HRPO website for a suggested statement to inform participants of this.]

[Suggested statement for focus groups research that is minimal risk: "Please be advised that although the researchers will take every precaution to maintain confidentiality of the data, the nature of focus groups prevents the researchers from guaranteeing confidentiality. The researchers would like to remind participants to respect the privacy of your fellow participants and not repeat what is said in the focus group to others."]

[In addition, for research that is above minimal risk it may be useful to include a statement of non-disclosure that participants would agree to. This section should be included near the end of the consent form above the signature line. See section 13 of this template for the suggested wording.]

9. WILL I RECEIVE ANY PAYMENT FOR TAKING PART IN THE STUDY?

[If participants will not receive payment, this section is not required.]

[Describe any cash payment, gifts, raffle prizes, etc. to participants and the method by which compensation will be paid. Include conditions for partial payment or no payment for early termination. If compensation will be paid in stages, list amount for each stage and the total amount that could be earned for completion of the study.]

[For research studies that involve UMASS students receiving extra credit, please describe the specific amount of extra credit participants can earn. Also include the following suggested statement: "If you are earning extra credits through your participation, please understand that this is not the only way to do so. You may contact your instructor who will offer you an appropriate alternative activity."]

10. WHAT IF I HAVE QUESTIONS?

[Suggested statement: "Take as long as you like before you make a decision. We will be happy to answer any question you have about this study. If you have further questions about this project or if you have a research-related problem, you may contact the researcher(s), (insert name(s) and phone number(s)). If you have any questions concerning your rights as a research subject, you may contact the University of Massachusetts Amherst Human Research Protection Office (HRPO) at (413) 545-3428 or humansubjects@ora.umass.edu."]

[For international studies, rather than provide participants with the HRPO phone number, give participants the general HRPO e-mail address – humansubjects@ora.umass.edu. Also, if possible, provide the researchers' local contact number in the country being studied.]

11. CAN I STOP BEING IN THE STUDY?

[Suggested statement to begin section: "You do not have to be in this study if you do not want to. If you agree to be in the study, but later change your mind, you may drop out at any time. There are no penalties or consequences of any kind if you decide that you do not want to participate."]

[For longitudinal, interventional and/or treatment studies the following statement is suggested: "You will be notified of all significant new findings during the course of the study that may affect your willingness to continue."]

12. WHAT IF I AM INJURED?

[Suggested statement to begin section: "The University of Massachusetts does not have a program for compensating subjects for injury or complications related to human subjects research, but the study personnel will assist you in getting treatment."]



13. SUBJECT STATEMENT OF VOLUNTARY CONSENT

[Suggested statement: “When signing this form I am agreeing to voluntarily enter this study. I have had a chance to read this consent form, and it was explained to me in a language which I use and understand. I have had the opportunity to ask questions and have received satisfactory answers. I understand that I can withdraw at any time. A copy of this signed Informed Consent Form has been given to me.”]

[For focus group research that is above minimal risk, it may be useful to include a statement of non-disclosure that participants would agree to. Suggested statement with checkbox is as follows:

I agree to maintain the confidentiality of the information discussed by all participants and researchers during the focus group session.

If you cannot agree to the above stipulation please see the researcher(s) as you may be ineligible to participate in this study.

Please refer to the levels of review on our website to determine the level of risk for your particular research project: <http://www.umass.edu/research/irb-guidelines-levels-review> For more information on focus group research, please see our guidelines on our website at <http://www.umass.edu/research/irb-guidelines/irb-guidelines> .]

Participant Signature: Print Name: Date: _____

By signing below I indicate that the participant has read and, to the best of my knowledge, understands the details contained in this document and has been given a copy.

Signature of Person Print Name: Date:
Obtaining Consent



Appendix C: Follow up Survey to Focus Group held on Tuesday, October 25th, 2016

Client: Crystal Cruises

Have you ever been on a cruise before? _____yes or _____no

If yes, when was your last cruise? _____

If you have taken a cruise before, which cruise line(s) have you traveled? _____

What was the motivating factor for choosing to take a cruise?

Price _____ Destination _____ Group Choice _____

Ship _____ Promotion _____ Other _____

When you have taken a land based vacation is there a particular brand of hotels where you stay? If so, which one? _____

How many times per year do you typically travel for leisure for 7 days or longer? _____



When planning a vacation do you use a travel agent? _____yes, _____no _____ sometimes

Do customer reviews for travel influence your decision to travel? _____yes, _____ no _____ sometimes

Do you read travel magazines? _____ yes, _____ no _____ sometimes

Do you watch cable travel television? _____yes, _____ no, or _____ sometimes

What was the best leisure trip you have ever taken and why?

Do you have a personal bucket list of destinations to achieve in your lifetime?

_____yes, _____ no _____maybe

Do you regularly receive promotional travel information by email, through direct mail in the form of a magazine, advertisement or from your travel agent? _____yes, _____ no

Are you loyal to a specific cruise line, if so, which one?

_____yes, _____ no _____sometimes



Appendix D: Signed Waiver Forms



computer hosting such files will also have password protection to prevent access by unauthorized users. Only the members of the research staff will have access to the passwords. At the conclusion of this study, the researchers may publish their findings. Information will be presented in summary format and you will not be identified in any publications or presentations. Your personal information will not be sold to a third party for advertising or promotional purposes.

"Please be advised that although the researchers will take every precaution to maintain confidentiality of the data, the nature of focus groups prevents the researchers from guaranteeing confidentiality. The researchers would like to remind participants to respect the privacy of your fellow participants and not repeat what is said in the focus group to others."

10. WHAT IF I HAVE QUESTIONS?

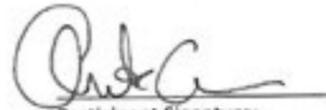
If you have questions about this project or if you have a research-related problem, you may contact the researcher(s), Rene' Fadoul, 571-271-7270, renefadoul@gmail.com

11. SUBJECT STATEMENT OF VOLUNTARY CONSENT

When signing this form, I am agreeing to voluntarily enter this study. I have had a chance to read this consent form, and it was explained to me in a language which I use and understand. I have had the opportunity to ask questions and have received satisfactory answers. I understand that I can withdraw at any time. A copy of this signed Informed Consent Form has been given to me.

I agree to maintain the confidentiality of the information discussed by all participants and researchers during the focus group session.

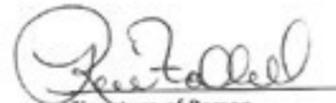
If you cannot agree to the above stipulation, please see the researcher(s) as you may be ineligible to participate in this study.


Participant Signature:

Anita Carson
Print Name:

10-25-16
Date:

By signing below, I indicate that the participant has read and, to the best of my knowledge, understands the details contained in this document and has been given a copy.


Signature of Person
Obtaining Consent

RENE' FADOU
Print Name:

10/25/16
Date:

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<https://www.umass.edu/research/sites/default/files/documents/focusgrouptemplate.doc>



computer hosting such files will also have password protection to prevent access by unauthorized users. Only the members of the research staff will have access to the passwords. At the conclusion of this study, the researchers may publish their findings. Information will be presented in summary format and you will not be identified in any publications or presentations. Your personal information will not be sold to a third party for advertising or promotional purposes.

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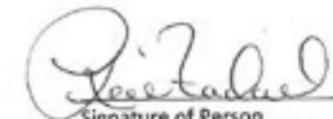
If you cannot agree to the above stipulation, please see the researcher(s) as you may be ineligible to participate in this study.


Participant Signature:

Kathleen Waugh
Print Name:

10-25-16
Date:

By signing below, I indicate that the participant has read and, to the best of my knowledge, understands the details contained in this document and has been given a copy.


Signature of Person
Obtaining Consent

RENE' FADOU
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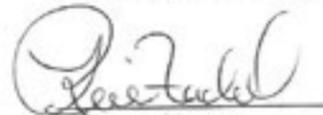
If you cannot agree to the above stipulation, please see the researcher(s) as you may be ineligible to participate in this study.


Participant Signature:

PAULA COUPE
Print Name:

10/25/16
Date:

By signing below, I indicate that the participant has read and, to the best of my knowledge, understands the details contained in this document and has been given a copy.


Signature of Person
Obtaining Consent

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Print Name:

10/25/16
Date:

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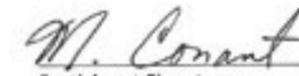
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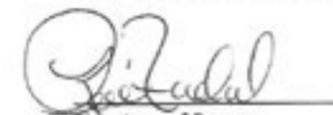
If you cannot agree to the above stipulation, please see the researcher(s) as you may be ineligible to participate in this study.


Participant Signature:

MaryAnn Conant
Print Name:

Oct 25, 2016
Date:

By signing below, I indicate that the participant has read and, to the best of my knowledge, understands the details contained in this document and has been given a copy.


Signature of Person
Obtaining Consent

RENE' FADOU
Print Name:

10/25/16
Date:

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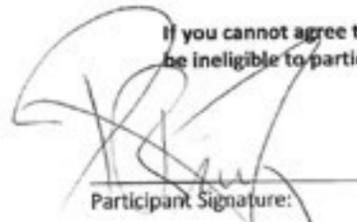
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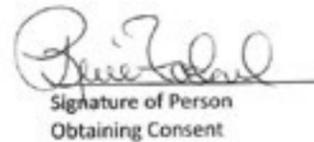
If you cannot agree to the above stipulation, please see the researcher(s) as you may be ineligible to participate in this study.


Participant Signature:

KERRY ROMIG
Print Name:

OCT 25, 2016
Date:

By signing below, I indicate that the participant has read and, to the best of my knowledge, understands the details contained in this document and has been given a copy.


Signature of Person
Obtaining Consent

RENE' FADOU
Print Name:

10/25/16
Date:

Retrieved 10/19/16 from <https://www.umass.edu/research/sites/default/files/documents/focusgrouptemplate.doc>



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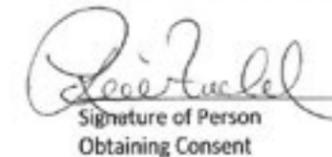
I agree to maintain the confidentiality of the information discussed by all participants and researchers during the focus group session.

If you cannot agree to the above stipulation, please see the researcher(s) as you may be ineligible to participate in this study.


Participant Signature:

Raemarie M. Burch 10/25/16
Print Name: Date:

By signing below, I indicate that the participant has read and, to the best of my knowledge, understands the details contained in this document and has been given a copy.


Signature of Person
Obtaining Consent

RENE' FADOU
Print Name:

10/25/16
Date:

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Appendix E: References

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