



# Customer & Employee Experience spotlight

Internal brand engagement programme and  
Customer Experience & Employee Experience alignment

## Background and context

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

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

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

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

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

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







## Our challenge

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

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

# Research and alignment

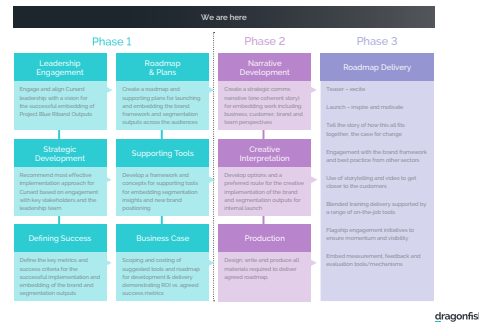
The first step in our journey with Cunard involved engaging and aligning their leadership with a vision for successfully embedding their global research outputs. This was achieved through an in-depth discovery and immersion phase:

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

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

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

## The task



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## Role of Leaders, SMT & Operations

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



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## 10:20:70 experiential & pragmatic approach

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





## Brand Engagement

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

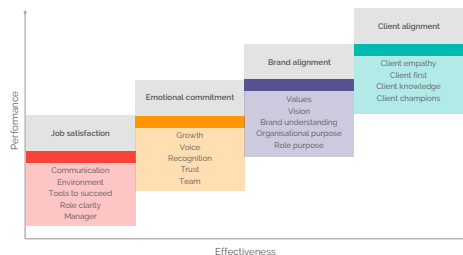
## Building the business case

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

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

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

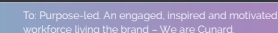
### Case for culture change



### Cost/Impact Prioritisation Tool



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



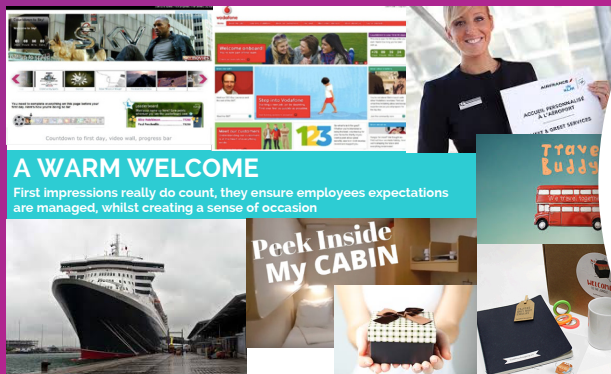


# Employee Experience Map – Ship

Mapping the 'as-is' candidate and employee experience

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

Stage 2	First Impressions				
STEPS	ONBOARDING		DAY 1 (WEEK 1)	INDUCTION	PROBATIONARY PERIOD
DOING	NEW TO SEA	REJOINER	Turn up after longhaul flights and Sun start from Heathrow hotel Quize at terminal to complete forms Manager responsibility first few hours Safety day First shift	H&S induction day 1 Theatre 1 week of inductions Cunard (2nd night – Dinner/Theatre as group)	No probationary period, the first tour is the probationary period
TOUCHPOINT	Through the Manning Agent Paperwork (visa, medicals etc.) Training Travel Buddy	Communications whilst on leave Waiting for details of next rotation (offshore)	Sign-on forms Safety tour Uniform Cabin/lean H&S induction Commence shift Handovers (offshore)	H&S induction Induction Week – Ship specific – Brand specific – Role specific	Letter of next rotation
THINKING AND FEELING	Confused, Frustrated and Disconnected Nervous and Uncertain Excited and Proud	Unsupported, Uncertain and Unsettled	Exhausted Overwhelmed and confused Anxious Terrified	Overwhelmed – few niceties	Frustrated and neglected
PAIN POINTS AND GAPS	Ship readiness is all about compliance and not welcoming about brands or support • Complexity of process and documentation • Terminology • Setting expectations e.g. lifeboats • Inconsistent and contradictory comms from MAs  Travel arrangements: • Multiple transfers • Generated by computer based on cheapest, not best for the individual	Rejoiner frustrations: • MAs ability to handle paperwork e.g. visas • Medicals – consistency in weight requirements • Level of medical is e.g. 50 minute medical in Southampton, 3 day affair in Latvia  Life of board – cabins, food etc. • Day in the life • Joining & rejoining instructions • Travel information • Hints & tips  Rejoiners: • Maintain engagement with those on the PMS • Aim to send rotations prior to disembarking • Visible and secure onward rotations (particularly officer level) • Use of automated comms and messaging • More flexible and adjustable contract length • More flexibility for partnerships	Quizes • Paperwork – feels transactional • Travel policy • Language – passed test, putting into practice • Tiredness • Handover for officers  Tour of guest areas on day 1 to feel excited about the ship • Hotel in Southampton, spend a day there meeting agent and meeting • Laid paperwork and queuing – what can be done in advance • Some relaxation time on day 1 • Go back to W&S Academy training for week 1 • Buddy/support for day 1	Content of induction very 'dry' • H&S delivered on day 1 when tired • Real of induction feels 'at sea' • Little to induct into the 'guest experience' • Little to get you ready for a 'new way of life'  Induction to 'life on board' • Induction to guest areas • Induction to wellbeing • Buddymenter programme • More like-sized induction • What elements of the induction can be done shore-side before joining • Start the H&S induction at 1pm not 11am, more fresh	Frustrated when don't receive next rotation until after leaving • Left hanging around and unsure
OPPORTUNITIES	Travel: • Travel policy/improve logistics (flights/unmetable with the individual in mind, more personal) • Support at Heathrow Airport – 'lost crew before they arrive' • Travel buddy programme across MAs • Improve recovery when travel goes wrong – 24/7 support not just transactional but emotional too • Badges/joins to identify CLUK employee travellers • Make 'new to sea' feel special • Accommodation in Southampton • Simplify medical requirements  Onboarding portal with: • Manage expectations, provide a balanced view (x-through MAs) • Brand videos				Receive next rotation details on tour • End of tour progress discussion • More celebratory



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

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

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

## Launch celebration

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

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







## Interactive, inclusive and experiential learning

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

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

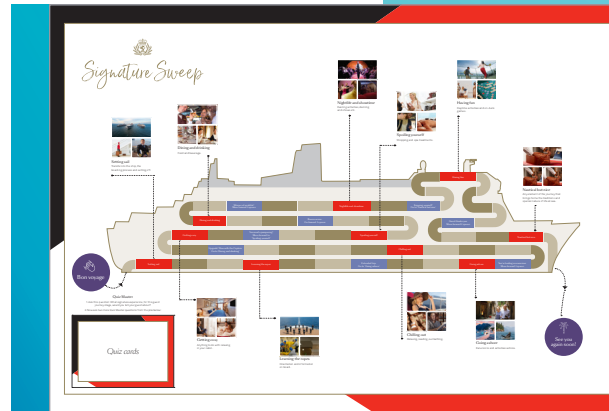
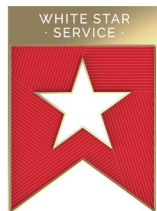
- A signature boxed Our Next Chapter book, marking a moment in time and shift in emphasis
- An interactive board game to enable employees to explore the values and behaviours through real-life scenarios
- A commitment conversation and activity
- A participation certificate and gift



# Embedding into everyday decisions and actions

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

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







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



## Successes

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





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