



Emanate and Celebrity Cruises Present A Taste of Modern Luxury

Emanate and Celebrity Cruises, Jan 1,2013

Summary: 2013 Silver Anvil Award of Excellence Winner — Marketing Consumer Services — Travel and Tourism / Hospitality

Only 3% of Americans cruise in a given year. We needed to increase cruising's – and particularly Celebrity's – fair share vs. other kinds of vacations. Getting a non-cruiser to book is not an easy task, but what if we didn't sell them a cruise? What if we offered up a culinary experience (a brand strength and a passion point among our target consumer) rather than a seven night sailing? Together, Emanate and Celebrity Cruises presented an industry-first – a ship-to-shore pop-up restaurant in San Francisco and NYC – to improve consumer perception of cruising and increase consideration of a Celebrity Cruises vacation.

Marketing consumer services includes programs designed to introduce new services or promote existing services to a consumer audience.

Full Text: SITUATION ANALYSIS

Cruising accounts for a small portion of the vacationing pie – only 3% of Americans cruise in a given year. We needed to reach those elusive non-cruisers and increase cruising's – and particularly Celebrity's – fair share vs. other kinds of vacations. Cruisers are a certain breed. They love cruising from start to finish. But the ones who haven't tried it yet just assume it's not for them. They imagine endless buffets, cramped rooms, outdated décor and guests in their 80s. We'd never win on convincing the non-cruiser through brand marketing speak – we had to tap into their passions, the things that got them travelling in the first place. Research revealed Celebrity Cruises' ripest audience and their passions – among them, great food, the desire to be in the know, and the tendency to brag about both. Since cruising is not inexpensive, getting a non-cruiser to book is not an easy task, but what if we didn't sell them a cruise? What if we invited them to experience something closer to their hearts and their homes? What if we offered up a culinary experience (a brand strength) rather than a seven night sailing? Together, Emanate and Celebrity Cruises presented an industry-first – a ship-to-shore pop-up restaurant in key source markets (San Francisco/November 2012 and Manhattan/January 2013) to whet the appetite of target affluent consumers, culinary media and relevant influencers, give them a taste of the brand's modern luxury offering, and change their minds about cruising forever.

RESEARCH

- Celebrity's brand segmentation study identified two primary targets, dubbed "Modern Trendsetters" and "Global Culture Seekers." A thorough review of both groups informed how to most effectively influence them: we would leverage Celebrity's culinary brand pillar with a chic, exclusive and buzz-worthy event in metropolitan foodie meccas.
- The team researched and identified various target-right partners that would a) attract a culinary-focused, affluent consumer, b) align with Celebrity Cruises' "Modern Luxury" brand offering, and c) amplify the reach of PR efforts to drive reservations. Ultimately the team selected Tasting Table ("The daily email for adventurous eaters everywhere").

- Location was critical, as the venue needed to be accessible to media, as well as provide the right staging (and facilities) to showcase Celebrity's culinary program and team. We selected The Stable Café in San Francisco to pilot the pop-up and The Kitchen NYC, a state-of-the-art kitchen studio event space located in the heart of midtown Manhattan.
- Once the partner and locations were secured, the team researched the right media and influencers in the culinary space that would reach the affluent target consumer and potentially advocate for a Celebrity Cruises vacation.

PLANNING

Objectives:

- Introduce target-right consumers and key influencers to cruising and specifically, Celebrity Cruises
- Improve the (negative) perception of cruise food
- Increase consideration for a Celebrity Cruises vacation

Strategy:

- Create an extraordinary – and accessible – experience that would allow target to “sample” a facet of the brand most relevant to them to better understand, appreciate and perhaps consider a Celebrity Cruises vacation

EXECUTION

Setting the Table

In order to be successful, the team knew we had to identify and leverage the right partners, channels, messages and assets to attract attention and drive reservations to the pop-up amongst an arguably jaded SF and NYC/foodie target.

- A partnership with Tasting Table ensured our invite got in front of our affluent, foodie target. We sweetened the deal by announcing a Celebrity Cruise vacation give-away and that proceeds from ticket sales would benefit Celebrity Cruises' scholarship fund at the Culinary Institute of America.
- The team utilized enticing copy and mouth-watering artwork (re-purposed for event invite, Tasting Table newsletters, media outreach and event signage) to bring the experience to life for those unfamiliar with Celebrity Cruises.
- Calendar listings and pre-event coverage in foodie outlets and blogs drove pre-event coverage, buzz and reservations, particularly a notice by the quintessential foodie influencer, Florence Fabricant in *The New York Times Diner's Journal*

To create even more excitement around the NYC pop-up, we timed the event with the airing of Celebrity Cruises-sponsored “Top Chef” episode, hosting an exclusive screening with past “Cheftestants,” Bravo executives and entertainment media -- opening up a new world of media and influencers.

- Ticket giveaway promotions with select media and brand partners (Breast Cancer Research Foundation) further spread the news and buzz.

Dressing the Room

- Both the SF and NYC event spaces were selected because they were accessible to consumers and media, had the cool, hip vibe for which Celebrity Cruises would like to be known, and had open concepts that allowed guests to see the chefs in action on their way to their seats. In fact, an 8-top table was set up right in front of the chefs to create a “dinner as theater” experience for our most influential guests.
- The room was set and lit to replicate a dining experience emblematic of the sleek design and stylish décor that one would find onboard. Not only did the items come from the

ships, so did the chefs, brought in to complete the authentic experience.

- Celebrity Cruises culinary team developed an exquisite 3-course food and beverage menu based on dishes prepared on Celebrity's fleet, such as Five Spice Crusted Cervena Venison Loin and Seared Halibut with Beef Oxtail Marmalade and Parmesan Emulsion.
- Master mixologist Junior Merino, aka The Liquid Chef, ran the Molecular Bar, serving inspired libations, similar to the ones served on Celebrity Cruises' ships.

Extending the Experience

- Team tweeted pictures and updates from the event and posted pictures on Facebook; guests shared details from exclusive experience on Twitter and Instagram, using a designated hash tag.
- Created a Foursquare location with mouth-watering images of the cuisine, tips and a special for a free gift if guests checked-in and unlocked a badge to create additional buzz.

SUMMARY OF RESULTS

Objective #1: Introduce target-right consumers and key influencers to cruising and specifically, Celebrity Cruises

Tasting Table Campaign - a daily email that covers key cities where Celebrity's desired targets reside, including SF & NYC

- Generated over 3,100 leads for the brand through sweepstakes and reservation system

San Francisco – 50,000 Subscribers

- Reached consumers through a targeted dedicated email, numerous sponsored email takeovers, Weekend Menu listings, online ads on TastingTable.com and sponsored Facebook posts
- 634,054 Impressions; 2,137 clicks delivered; .34% click-through rate

New York – 140,000 Subscribers

- Reached consumers through targeted dedicated emails, numerous sponsored email takeovers, Weekend Menu listings, online ads on TastingTable.com and sponsored Facebook posts
- 1,302,322 impressions; 3,645 clicks delivered; .28% click-through rate

Traditional Media

- Reached 167 media attendees and 41 culinary/travel industry influencers
- Generated over 14 MM impressions from 49 target right media placements
 - Placements include: NYTimes.com (2X), Zagat.com, CNTraveler.com, JustLuxe.com, Fodors.com, BlackBookMag.com, 7x7.com, KGO-AM (San Francisco) and WOR-AM (New York)

Social Media

- 3 Facebook Posts to Celebrity Cruises' Fan Page; posts generated over 1,600 Likes, 300 comments, and 120 shares
- 48 Tweets from Celebrity Cruises' handle @CelebrityCruise with real-time updates of the pop-up; 61 Tweets using #CelebrityPopsUp
- 24 On-Site Foursquare Check-Ins

Objective #2: Improve the (negative) perception of cruise food

According to exit survey data, the perception of cruise food improved 109%. Before eating at the

pop up, 45% of consumers thought that cruise food was good or great (average rating: 3.4 on a scale of 1-5). After experiencing the food, 94% of consumers rated the food good or great (average rating: 4.6 on a scale of 1-5).

Objective #3: Increase consideration for a Celebrity Cruises vacation

According to exit survey data, consideration for a Celebrity Cruises vacation increased 95%. Before attending the pop up restaurant, 39% of consumers said they were likely or very likely to take a Celebrity Cruises vacation (average rating: 3.1 on a scale of 1-5). After the experience, 76% of consumers said they were likely or very likely to take a Celebrity Cruises vacation (average rating: 4.1 on a scale of 1-5).

Here's what pop-up guests had to say...

- “Absolutely delicious, if and when I take a cruise, it will be Celebrity.” – Consumer
- “*Everything was delicious. It exceeded expectations.*” – Gina Hamadey, *Food + Wine*
- “*We truly enjoyed getting the cruise experience on dry land. The food was scrumptious!*” – Maud Doyle, *Departures*
- “*This was a creative and well executed event. The food was excellent.*” – Drew Nieporent, Founder, Myriad Restaurant Group (Nobu, Tribeca Grill)
- Incognito national men's magazine food editor is considering incorporating cruise lines into its restaurant reviews

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