CASE STUDY | TRAVEL AND LEISURE | MARKETING LEADERSHIP

From scrappy challenger to the biggest stage in cruising

Nine years with the world's largest cruise line: building a challenger brand on a fraction of the market leader's budget in Australia, then leading brand in North America through the biggest crisis the industry has ever faced.

CLIENT	ROLES	WHERE	BUDGETS
Carnival Cruise Line, part of Carnival Corporation	Director of Marketing, AU & NZ; then Senior Director, Global Brand & Advertising	Sydney, 2013 to 2019. Miami head office, 2019 to 2022	From $10m AUD to a $100m USD relaunch

37% to 80%
brand awareness in Australia in under four years

8% to 22%
of Australian sales moved online

50-year
sales highs after the post-Covid relaunch

SYDNEY: THE CHALLENGE

I joined the start-up team bringing a US brand into Australia and New Zealand. The market leader, P&O Cruises, was a much-loved local brand with around four times our budget. With $10m AUD, every dollar had to punch above its weight, and the ships always had to sail full.

MIAMI: THE CHALLENGE

My work in Australia was noticed at head office, and in 2019 I moved to Miami to lead brand, advertising, social and research for North America, with a team of around 20. Months later, Covid stopped the entire cruise industry.

1
SYDNEY 2013 TO 2019

BUILDING A CHALLENGER BRAND

DIAGNOSIS A challenger can't outspend the leader, so it has to outthink it. Carnival needed to become famous fast, and turn that fame into direct bookings through our website and call centre, which brought in most of our sales.

ACTION I led brand, trade marketing, PR and the direct sales channel. I built the digital sales engine from scratch (website, booking platform, CRM and social), rolled out loyalty programmes and kept travel agents selling. Earned media worked as hard as paid: our radio partnership with Hamish & Andy generated $4m in media value for $0 spend. I also shaped the product for local tastes, from the Melbourne Cup to Christmas in July.

RESULT: awareness grew from 37% to 80% and the business to $200m AUD revenue in under four years. The foundations we built helped Carnival become the brand that stayed when P&O Cruises later left the Australian market. Travel Marketer of the Year, 2017.

> "She's mastered ambition with realism and flexibility, not least due to her ruthless prioritisation across our small and nimble team... She is an inspiring leader who gets stuff done...and then some!
>
> **Cassandra Frelczak, Senior Brand Manager, Carnival Cruise Line Australia**

2

MIAMI
2020 TO
2021

KEEPING A BRAND ALIVE THROUGH COVID

DIAGNOSIS With no ships sailing, budgets were held or cut and redundancies and furloughs swept through the business. The brand still had to keep guests' trust and be ready for the comeback.

ACTION The scrappy, generalist skills I'd built in Australia came into their own, and my remit grew. When the VP of Partnerships was made redundant, I took on a $20m USD portfolio including Shaquille O'Neal, the Miami Heat and Guy Fieri, and on day one called every partner to renegotiate. I helped the customer service team write to guests whose cruises had been cancelled, and led, and wrote most of, the new health and safety messaging, from the website to signage onboard every ship.



Shaquille O'Neal, Chief Fun Officer

RESULT: partnerships protected while delivering significant savings, and a consistent, reassuring voice for guests through the hardest period in the company's history.

3

MIAMI
2021 TO
2022

FUNDERSTRUCK: THE COMEBACK

DIAGNOSIS When the ships could sail again, Carnival needed to remind America why it loved cruising, loudly and quickly.

ACTION I led the brand strategy and advertising for the return to sailing. Funderstruck ran on a $100m USD media plan across TV, digital and outdoor, with complex shoots on ships and remote islands, talent including Shaquille O'Neal and Ryan Seacrest, and a Disney New Year's Eve partnership with a Times Square takeover. I also launched Carnival's TikTok channel, growing a community of more than 5 million.



Times Square on NYE

RESULT: Carnival Cruise Line went on to achieve 50-year sales highs.

$100m USD
media plan across TV, digital and outdoor

Disney NYE
New Year's Eve partnership and Times Square takeover

5m+
TikTok community, from a standing start

WHAT CHANGED

Across two very different chapters, I learned to build a brand from nothing on a tight budget, and to lead at scale when everything changed overnight.

Through Covid, keeping the team together mattered as much as the marketing. I made it a priority: honest, regular communication, looking after people's wellbeing and giving everyone a clear purpose in the comeback plan. The team stayed together.

> Jayne is one of those rare talents that any company hopes to come across – thorough enough to navigate challenging situations, and intuitive enough to lead a brand through some of the choppiest waters it's encountered (cruise line during a global pandemic)... Jayne has made me a better manager and a better employee.
>
> **Andrea Diez de Onate, Senior Social Media & Influencer Marketing Lead, Carnival Cruise Line**

Jayne Andrews

Jayne Andrews FCIM

Fractional Marketing Director. 30 years' experience, agency and client side. Global campaigns, with experience working in the UK, Australia and the USA.

Need an interim senior marketer?

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