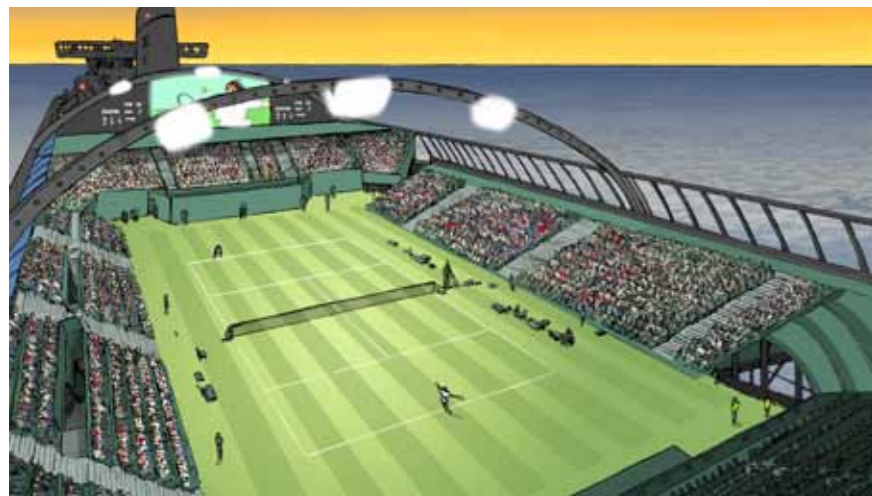




The Cruise Report 2011

Trends and innovations in the UK cruise market

CONTENTS



**CARNIVAL UK, CHIEF EXECUTIVE OFFICER
DAVID DINGLE** **Page 4-7**

"We are asking ourselves and our customers whether we really need as rich a port content in those itineraries as we have included in the past."

DESIGN YOUR OWN CRUISE SHIP **Page 8-11**

"If money and space were absolutely no object, what feature would you like to see on board the next new cruise ship?"

**CARNIVAL UK, COMMERCIAL DIRECTOR
NIGEL ESDALE** **Page 12-13**

"The traditional peaks and troughs when people book their cruises are fast disappearing."



**P&O CRUISES, MANAGING DIRECTOR
CAROL MARLOW** **Page 14-15**

"Key drivers for them to book were the excitement of exploring the world along with the trust they had in P&O Cruises as cruise experts."

**CUNARD LINE, PRESIDENT AND MANAGING
DIRECTOR, PETER SHANKS** **Page 16-17**

"2010 was the most successful year in our history and a watershed with the arrival of Queen Elizabeth giving us the youngest fleet in the cruise world."

CHOICE NOW THE KEY TO CRUISING **Page 18-19**

"A significant proportion (of passengers) admitted the presence of celebrity chef restaurants did influence their cruise choices"



**PRINCESS CRUISES, UK DIRECTOR
PETER SHANKS** **Page 20-21**

"It is also our policy to add the best features of our new ships where we can to the existing ships and our passengers tell us they appreciate this mixture of conservatism and innovation."

**BRITS KNOW WHAT THEY LIKE WHEN IT
COMES TO WINE** **Page 22-23**

When it comes to drinking wine, passengers prefer to do it in some places more than others - according to new research carried out for P&O Cruises.

**SEABOURN, VICE PRESIDENT EUROPE, MIDDLE EAST
AND AFRICA, ANDREW MAGOWAN** **Page 24-25**

"Last year was the second in a row when the UK market for Seabourn grew by more than the brand's substantial capacity increase."



**HOLLAND AMERICA LINE, MANAGING DIRECTOR
UK BUSINESS, LYNN NARRAWAY** **Page 26-27**

"More passengers and higher revenues made 2010 the latest successful stage of our strategy to raise the profile of Holland America Line in the UK."

**COSTA CRUISES, UK MANAGING DIRECTOR
MARCO ROSA** **Page 28-29**

"Costa is now planning to introduce Arabian Gulf cruises out of Abu Dhabi as well as Dubai."

**CARNIVAL CRUISE LINES, MANAGING DIRECTOR
UK BUSINESS, LYNN NARRAWAY** **Page 30-31**

"The presence of a Carnival Cruise Lines ship in the Mediterranean this year guarantees a huge surge in UK bookings."



**FACING UP TO THE FACEBOOK
CHALLENGE** **Page 32-33**

"Communicating with customers has moved on so quickly that Cunard Line and P&O Cruises have had to respond with constant updates of websites and the opening up of Facebook sites and Twitter feeds."

AZURA IN NUMBERS **Page 34-35**

P&O Cruises latest ship, Azura, was named by godmother Darcey Bussell one year ago in April. Here's a look at her first year in numbers...

PR CONTACTS **Page 36-39**



The popularity of cruising continues to grow steadily in the UK and, now it is accepted as a mainstream rather than a niche holiday, the significant trend emerging is that the ships themselves are increasingly becoming destinations in their own right.



This is evidenced by the rising demand for the shorter cruises we have introduced from Southampton.

Although in a seven-day duration they can reach not much further than Lisbon in one direction and Norway in the other, there is a clear and growing enthusiasm for them which is clearly based at least as much on the on board experience they promise (and deliver) as on the places they visit.

The new ships built for brands like P&O Cruises and Cunard Line are certainly large and innovative enough to offer the variety of dining, entertaining and other key features which people are looking for in a holiday, regardless of where they call.

This trend is especially significant - and timely - because of the challenges cruise companies now face in respect of reducing fuel consumption to meet new environmentally-based regulations without experiencing a substantial rise in operating costs - a rise that would inevitably increase the cost of cruises to the public.

This means we are particularly motivated to look hard at our itineraries to see if we can reduce the distances we sail and the speed at which the ships travel.

We are asking ourselves and, by extension, our customers whether we really need quite as rich a port content in those itineraries as we have included in the past.

The fact is that if we do not change the way we operate, our already rising fuel costs will be much higher from 2015 so it is important that we start to grasp this nettle now.

There is no doubt that we are operating in an ever-tighter regulatory environment and we look at that through two lenses. Firstly, we want to be responsible citizens by having a fully sustainable approach to our operations. We cannot change our older ships and our operating procedures overnight but we do want to reduce our environmental impact and I am very proud of what we have achieved so far in reducing fuel consumption.

Just lengthening Queen Mary 2's transatlantic voyages from six to seven days has created a remarkable fuel saving and, across our entire fleet, we have achieved a 5% consumption saving in each of the last two years.

The introduction of several new ships has helped in this, along with other itinerary changes, but the savings have also come through technical innovation in key areas such as air-conditioning and silicon hull coatings on existing ships.

The second lens through which we see the regulatory challenges is the broader, more holistic view of not wanting to see regulation stifle the economic and social benefits that cruising brings.

For instance, we are very proud of the employment and earning opportunities we provide to people from developing nations and would not want to see regulations which would make it more difficult to employ them.

We also want the fiscal framework in which we operate to continue as it is. This helps a sector prosper that already brings enormous benefits to Europe as a whole, the individual Member States such as the UK and specific destinations and communities within it.

We need regulators to recognise that they should not kill the golden goose.

In this, I believe we are increasingly seeing raised awareness of the cruise industry and a receptiveness to its messages at DG Move (responsible for transport) and DG Enterprise which carries the tourism portfolio in Brussels.

I do sometimes wonder, though, whether successive UK Governments have given enough prominence to the travel and tourism sector which includes the cruise business.

It is particularly challenging to demonstrate to government that there are benefits to be accrued from what is primarily an outbound industry (although there is, of course, growth in inbound cruise tourism here, too).

In fact, government tends to overlook that outbound cruising from the UK is a very effective economic engine as typically those passengers would - if not cruising - take overseas land holidays instead.

“Results continue to show that any talk of over-capacity or saturation in the market is frankly absurd.”

People taking overseas cruises on UK-based ships produce significantly more benefits for the UK economy than overseas package holidaymakers.

In France, where cruising has a much smaller share of the market, it seems that the Government has taken this on board, and I hope the UK Government will come to a similar conclusion especially as there is so much potential for substantial continued growth in the market here.

Results continue to show that any talk of over-capacity or saturation in the market is frankly absurd.

In 2010, P&O Cruises introduced its latest new ship - Azura - and the additional capacity was absorbed with no adverse impact on pricing. We were also delighted with the way the ship met the expectations of passengers who had recognised that we had positioned Azura at the very centre of the P&O Cruises brand.

With its introduction timed towards the end of 2010, the new Queen Elizabeth will have its main impact on Cunard Line during this year as it represents a major step-up in capacity for the brand.

The longer cruises it generally will operate, its lower capacity and the fact that it will be sold in other markets (notably North America) means, though, that it represents a smaller impact on the overall UK market than Azura. But even Azura needs to find only 80,000–90,000 passengers or just 5% of the existing UK market.

There was just one other major capacity addition (from Celebrity) to the UK market last year following a year (2009) when there were none so we are seeing steady rather than excessive growth here which is helping us in these difficult economic times.

There was also, though, an improved economic environment in 2010 compared with 2009 and we met our targets in terms of growth and pricing.

The advance booking period did not lengthen as we had hoped it might but, fuelled by our experience in 2009 when we found that late bookers were not necessarily looking for lower prices, we were confident that those bookings coming in late would be at good prices.

At the same time, this change in booking patterns and habits, which may well prove a permanent one, means there is no imperative to stimulate an unnecessarily large volume of early bookings through low-priced offers. Bookings are now coming in at good prices right throughout the selling cycle.

We believe this drive towards later booking is due to people wanting economic certainty before committing to a significant holiday purchase.

We are also benefiting from the tour operators' cutbacks in capacity and the increasing recognition of cruising's value proposition.

“We are very proud of the employment and earning opportunities we provide to people from developing nations and would not want to see regulations make it more difficult to employ them.”

The introduction of new ships underpins the high quality product message and - especially in the case of Queen Elizabeth's spectacular Royal naming ceremony - produces significant media coverage and a resultant spike in bookings across the brands.

This year, our target is again to absorb extra capacity without impacting prices and, as there are no newbuilds currently on the horizon for either P&O Cruises or Cunard, it is time to refresh and renew their fleets.

So we say farewell to Artemis (P&O Cruises) and introduce instead Adonia, a smaller ship but with a very high proportion of balcony cabins.

This ship represents an opportunity to appeal to the part of the brand's franchise which likes smaller ships able to visit, off-the-beaten track ports and destinations. Adonia will also allow us to go to cruise areas of more limited demand which cannot support a larger capacity ship dependent solely on the UK market.

With small ships, an operator has to be able to charge a price premium and that can only be justified by the appeal of the itinerary and the quality of the on board product delivery.

We have a large enough fleet such that the promotional and other overhead costs can be covered by economies of scale which a small ship cannot generate on its own.

It is, though, increasingly difficult to achieve an acceptable return on a new small ship as the per-berth building price is very high. The difference is that, when Adonia was built a decade ago, the gap between the pro rata cost of a smaller and a larger ship was much less than it is now.

Adonia was previously part of the Princess Cruises brand for which we continue to grow demand in the UK. This brand not only brings to our portfolio the cruising-with-an-American- accent style which appeals strongly to a sector of cruise fans, it also brings more destinations.

The UK cruise market on its own is not large enough to support regular cruises to destinations like Alaska, Mexico and the Pacific Ocean but Princess - with its multi markets (North America, Australia etc) - can operate successfully in these places and this range adds scale to our business.

It also allows us to offer a comprehensive proposition to travel agents and so gives them a very strong reason for wanting to treat us as a one-stop cruise shop.

We were sorry to lose the Ocean Village Holidays brand (although both its ships are now performing well in our Australia operation) but glad to see so many of its fans gravitating to our other brands.

On Ventura's (P&O Cruises) Caribbean cruises, nearly 20% of passengers had previously cruised on Ocean Village.

We are also very pleased with the results of our support for Seabourn. This has always been a brilliant product but, with the addition of two new ships and a third on the way this year, it has been taken to an exciting new level and become a good economic contributor to our business.

Finally, although I do believe that cruise ships will be spending an increasing amount of their itinerary time at sea, we are still looking for a greater variety of ports from which to choose - particularly closer to home for those shorter cruises.



For example, the Channel Islands are very popular but, because they are only tender ports at the moment, it is very hard to make calls by very large ships work well there. It is testament to their popularity that we continue to call, with Queen Elizabeth making its inaugural visit this September.

But I would love to see a berth there where those ships could dock and then watch Guernsey and Jersey develop into the St Thomas or St Maarten of the English Channel.

DESIGN YOUR OWN CRUISE SHIP

“If money and space were absolutely no object, what feature would you like to see on board the next new cruise ship that has never been seen on board before?” This was the intriguing question we asked senior executives at Carnival UK and other Carnival brands to answer and they did not disappoint.



Imagine a cruise ship cabin or suite where you could pre-order the images that appear on the walls and the music that will play on your command as well as your choice of bed linen, mini-bar contents and bathroom amenities?

Nigel Esdale already has. Carnival UK's Commercial Director said: "I would like to see cabins and suites on ships which the iPad generation would be able to configure online to their own precise specifications direct from their own homes.

“Imagine a cabin where you could pre-order the images that appear on the walls and the music that will play.”

“The cabins would have interactive plasma walls that would display your choice of images and surround sound systems to play your pre-loaded selection of music. Everything would be activated either by fingerprint or retina recognition removing the need for cabin keycards.”

P&O Cruises Managing Director Carol Marlow is planning along similar lines as she said: “Our research among cruisers this year highlighted one development on a lot of people's wish list: introducing thumb print recognition for embarkation and disembarkation, cabin entry and on board purchases. That would be a great step forward.”

As would Costa Cruises UK Managing Director Marco Rosa's culinary vision. “I would love to see an underwater restaurant built - glass-sided - out of the stern,” he said. “With mood lighting, this would be a fantastic experience.”

It would also present a real challenge for marine architects but, then, there are many features on today's cruise ships which would have been dismissed as fantasy 20-30 years ago.

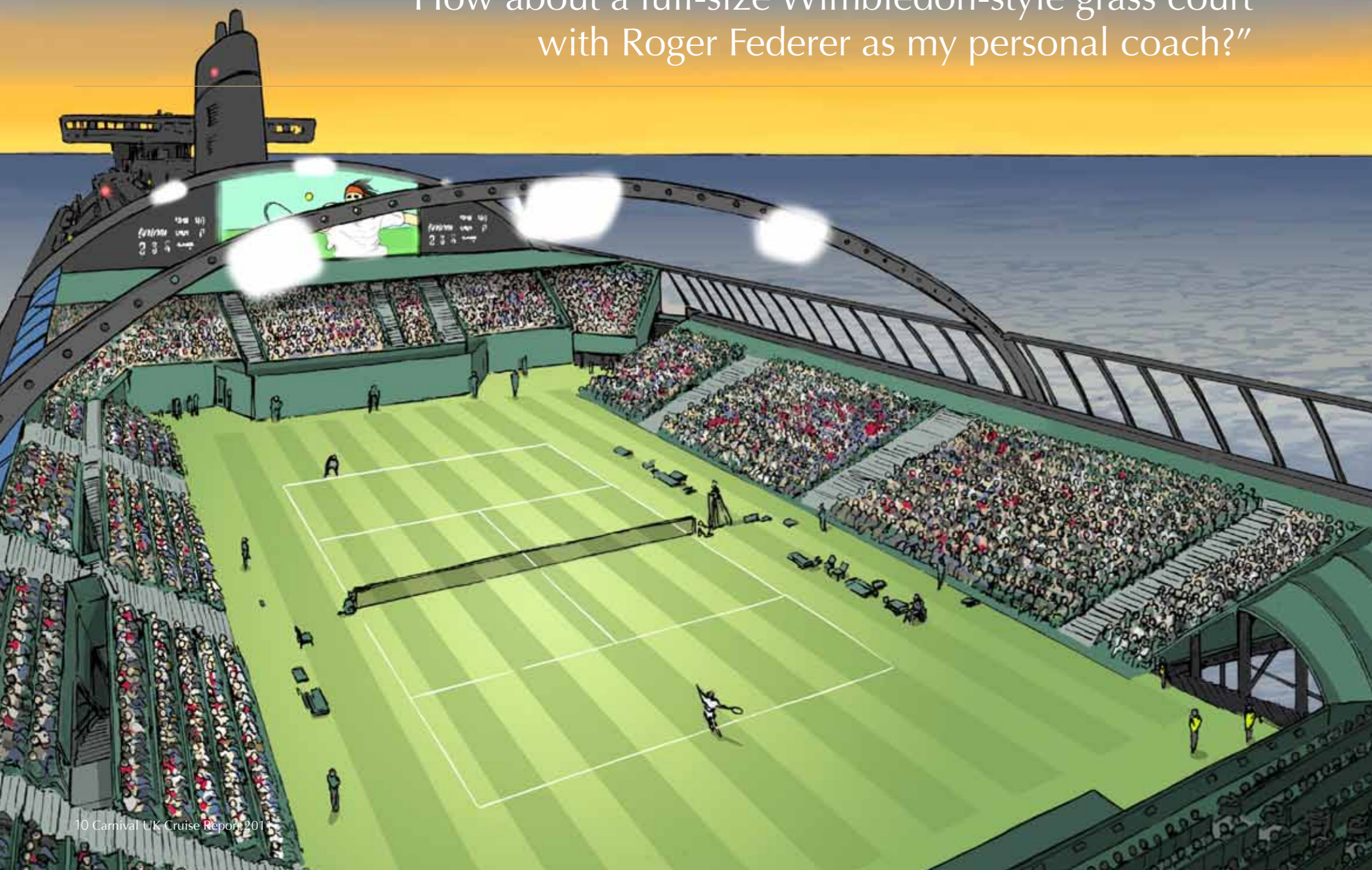
Seabourn Vice President Europe, Middle East and Africa Andy Magowan has a slightly more modest dining proposal - but one that would also be a first on board.

“I'd like to see a facility where a passenger can dine outside under the stars as a matter of course,” he said. “Not just a terraced part of a bistro or veranda dining but a genuine al fresco venue that is open for lunch and semi-formal dinners.”



“I would love to see an underwater restaurant built - glass-sided - out of the stern,” he said. “With mood lighting, this would be a fantastic experience.”

“How about a full-size Wimbledon-style grass court with Roger Federer as my personal coach?”



A very personal choice was made by Managing Director UK Business for Carnival Cruises Lines and Holland America Line Lynn Narraway. She said: “How about a full-size Wimbledon-style grass court with Roger Federer as my personal coach?”

“Then a Glee Theatre acting school so my 10-year-old could be acting and singing all day and my 12-year-old could dance to her heart’s content with a big show at the end of the cruise and a film contract for them both to follow so that I could retire...”

The movies were also on Marco Rosa’s mind as he came up with another couple of ideas. He said: “We already have 4D cinemas on our ships but a 360 degree version would be even more spectacular.

“We could also have a cinema studio with the software to generate famous actors in their most memorable roles and enable passengers to replace their co-stars and act opposite them up on the screen.”

That would work well for families, as Cunard Line President and Managing Director Peter Shanks also had in mind when he suggested: “It would be great for them to be able to travel in term-time knowing we had special rooms set up on board where the children could still interact with their classes via laptops and do all their school work and homework while travelling around the world.

“As I believe that - in the future - ships will spend a greater percentage of their time at sea, I would like to see a much fuller replication on board of what is available at land resorts.”

“They could also use Facebook to tell all their schoolfriends about their travel experiences as they went along and make it educational for them, too.”

Even David Brent would approve of his other idea. “Whole offices could decamp for a transatlantic crossing if we set up satellite-linked conference rooms on board,” he said.

“We would also bring in top Oxbridge, Harvard and Stanford professors and other top speakers (from Bill Clinton to Archbishop Desmond Tutu) to provide insight into leadership development.

“The office executives’ families would be invited, too, as there would be sessions on that crucial work-life balance.

“To complete the experience, there could be stress management programmes from Canyon Ranch and advice on balanced diets from Jean Marie Zimmerman (Cunard’s Culinary Ambassador). Just those seven days at sea could transform the lives of these executives and their families.”

As ever, Carnival UK Chief Executive Officer David Dingle found himself taking an even broader view.

“As I believe that, in the future, ships will spend a greater percentage of their time at sea, I would like to see a much fuller replication on board of what is available at land resorts.”

“This is already happening but I think we need more open deck space and a much more developed retail operation.

“When you think of what people do most on holiday - relax by the pool and then stroll off to the shops or to have something to eat - it is clear that we have already addressed the dining side pretty well but we have only touched the surface of what we could do on the shopping side.

“The other thing on my personal cruising wish list is not something on board, though. I would really love to see our larger ships able to berth alongside in the Channel Islands. Nothing would please me more than to see Guernsey and Jersey become our version of the Caribbean’s St Thomas or St Maarten.”

The traditional peaks and troughs when people book their cruises are fast disappearing. But the seasons still matter when it comes to when they want to take those cruises.



Our brands, like most in the market, still enjoy an initial sales surge when the next year's product is launched but, after that, the booking pattern remains fairly steady with even the January "wave" season progressively flattening off with each passing year.

We have come to recognise that the business increasingly goes to those who make the most noise in the market at any time of the year.

Looking to advance the booking curve for 2011 cruises, we launched an Early Booking Spectacular for P&O Cruises and Cunard Line in July last year.

Being pro-active at this time of the year was a first for us as we had always calculated that nobody much booked in the summer because most people were already away on that year's holiday.

In fact, we now appreciate that our core market actually prefers to stay in the UK during summer as it is the best time to enjoy their own garden. Their children have grown up so they are no longer tied to school holiday periods for their own holidays.

August to October has traditionally been a flat booking period for us, yet we successfully changed that by increased spending on targeted above-the-line advertising in national newspapers and a joint TV campaign with Cruise Thomas Cook, as well as co-operative marketing activity with our other travel trade partners.

This generated a significant amount of extra business in August and September compared with previous years and confirmed our belief that the extra investment would be more than recouped by the yield gain achieved by bringing forward a chunk of business which would otherwise have come in much later.

"World cruises are still a growth area with the four scheduled for early 2012 enjoying improved yields and we will continue to add capacity there."

We targeted three different customer types: past passengers who might otherwise book in January or even later; first-timers; and clients of other cruise lines. We had success with all three booking summer 2011 cruises almost a year in advance.

If you make enough noise in the marketplace, you can clearly generate bookings at any particular moment as there are always people ready and waiting to respond.

We will certainly be doing something similar this year and in future years as we look to introduce more key booking periods to keep the momentum going throughout the year.

World cruises are still a growth area with the four scheduled for early 2012 enjoying improved yields and we will continue to add capacity there.

The growth in the number booking the full voyage rather than a sector has slowed down a little and is also spread across more ships so the percentage on each ship has fallen a little.

We have more world cruises in 2012 so no longer have 1,400 full-voyagers on a single ship as we had for one of the 2011 cruises but the overall numbers are still up.

We did discover, though, that the appeal of world cruises is more seasonal than we expected. Although we filled Oriana's autumn 2010 world cruise at good yields, there were more sector and line voyage passengers than those taking the full cruise.

It suggests that the growing popularity of world cruises does not necessarily mean it is possible to operate them year-round and fill them in exactly the same way.

"2010 turned out to be a better year for us than 2009."

Our new ex-UK voyage to Alaska was also something of a new concept for our market and it meant persuading people to leave the country at a time (May) when many enjoy staying here.

As a result, sales have been steady rather than spectacular but it is still on course to fill, with about half booking the full 72-night voyage, again at good yields.

2010 turned out to be a better year for us than 2009 and also better than it looked in the early stages. There were clear signs of consumer confidence growing as the year went on and prices hardened accordingly.

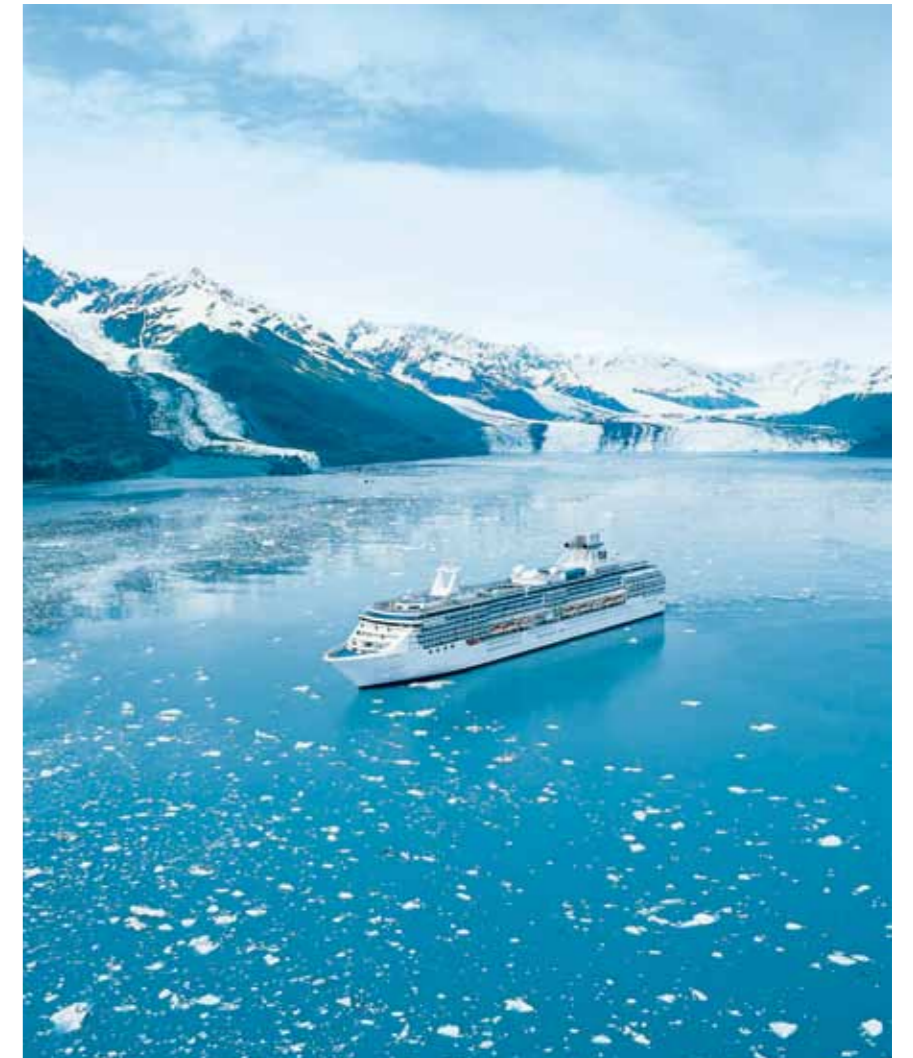
We also enjoyed a big spike in bookings for Cunard's new Queen Elizabeth in the six weeks following its Royal naming ceremony.

There was an enormous amount of PR generated by the ceremony and we had worked closely with our travel partners to ensure there was a lot of product being marketed at the time but we had still only expected this to affect bookings for one week - not six.

A large number of these bookings were coming from cruising newcomers and this was reflected in the strongest sales being for the shorter cruises.

Across the brands, we are continuing to increase the number of shorter cruises, with those to the Norwegian fjords proving particularly popular.

Other good performers have included Oceana's first winter programme out of the UK, with a four week Caribbean cruise early in 2012 already sold out because cruising rather than flying there does allow us to reduce the prices significantly.





Not only did 2010 prove to be a better year than 2009, it also proved that there are a significant number of people who do still want to secure their cruise holiday well in advance, in spite of the overall market trend of booking later.

This we could judge by the positive response to our early sales campaign for 2011 sales last summer.

The brand has also returned to TV advertising after a while offscreen. First there was a Direct Response campaign with Thomas Cook TV in September/October then major national brand TV advertising began running on December 27.

Called “Explorers”, and illustrating our new brand line “Discover a Different World”, the national campaign compares the motivations for travel quoted by famous explorers of the past with scenes from classic events on board our cruises today.

This approach is based on extensive research among our passengers which revealed that the key drivers for them to book were: the excitement of exploring the world: the trust they had in P&O Cruises as cruise experts for nearly two centuries; and also their belief that “it is like a different world” on our ships.

This may be a “different” world but it is one still within their comfort zone because we continue to tailor our ships and on board offer to suit today’s British tastes. After all, we carry more British passengers than any other line.

“British taste does not just mean tea and coffee-making facilities in all cabins and suites, it extends to the whole presentation of the ship and the crew.”

And British taste does not just mean tea and coffee-making facilities in all cabins and suites, it extends to the whole presentation of the ship and its crew. One of our “wow” factors is embedded within this as British passengers are thrilled to see ship’s officers out and about on deck, in the lounges and in the dining room.

Others stem from our aim to give all passengers a holiday of a lifetime every time they travel with us, through our high standards and special events on board, which are also shown throughout our marketing.

They also appreciate the personalisation of their cruise not just through the variety of facilities on our seven ships but also the variety within each ship. So much so that one couple’s cruise can be completely different from that of the couple in the next cabin yet all passengers are experiencing that same ‘P&O-ness’ that defines the atmosphere on all our ships. .

We are also doing a better job of explaining the differences between the facilities on our ships with a clear grid in the brochure now spelling them out.

Oriana will become a ship exclusively for adult passengers following the departure of Artemis from the fleet. Although Artemis replacement - Adonia - will also operate exclusively for adults, it has fewer cabins than Artemis so Oriana is being converted to meet the increasing demand for this style of cruise. (And of course families are also well catered for with our two recent additions to our fleet – Ventura and Azura.)

As a smaller ship, though, Adonia can visit more off-the-beaten-track ports and destinations. And, although we are delighted to see Artemis fans booking Adonia, we also hope to attract more adventurous passengers who have not cruised with us before.

The fact that the ship’s 87-night South America cruise in 2012 has already sold so well confirms that hope, and Adonia being a 21st Century rather than a 20th Century ship means it should continue to appeal to new passengers.

Adonia will also be operating Mediterranean fly–cruises later this year (the first time P&O Cruises has operated them for many years) and land-stays will be an optional part of the packages so it is likely that these too will bring in a new group of passengers.

Our many past passengers (we have nearly 60% repeat business) have been flocking to Azura which was introduced last spring (increasing brand capacity by 26%) and they are already calling her “Aurora ten years on” because of her classic P&O Cruises appeal as well as new features.

Although Azura and Ventura are sister ships Ventura was targeted more at families when she came into the fleet, and Azura at the core P&O Cruises passengers.

In time, though, we expect both ships to carry a similar mix of both, as passengers learn to self-select the facilities on board our ships to customise or personalise their own cruises.

In the meantime, it is interesting to see that Ventura and Oriana were the highest-rated ships in our fleet last year as their passenger profiles are at either end of the brand’s overall demographics with Ventura attracting the most children, the youngest adults and the most first-timer cruisers while Oriana has older, more experienced cruise passengers.

“There are a significant number of people who do still want to secure their cruise holiday well in advance.”

Also for 2010, P&O Cruises picked up more awards, being voted their favourite cruise line by readers of the Daily Mail and Mail on Sunday, as well as best mainstream cruise line and best luxury cruise line in awards from The Times.



P&O Cruises will have a busy 2011, with the inaugural events for Adonia as she enters the fleet in May, and the announcement of a new more exclusive loyalty club for passengers called ‘P&O Cruises Peninsular Club’, which will come into effect on cruises from April 2012.

There will also be our preparations for celebrating 175 years since the Peninsular Steam Navigation Company won the contract to carry mail from the British Admiralty - also in 2012 – when all seven of our ships will make maritime history when they meet for the first time ever in a Grand Event in Southampton in the summer.

2010 was the most successful year in our history. It was also a watershed year with the arrival of Queen Elizabeth giving us the youngest fleet in the cruise world.



More importantly, with Queen Elizabeth a sister to Queen Victoria, it has given us a consistent fleet, something Cunard has lacked for many years. This has put the brand in a new and exciting place.

Just seven years ago, the fleet comprised Caronia, QE2 and the newly-built Queen Mary 2 - all fine ships but quite different in size, age and design. Now we have three that are very much in the same mould even though each inevitably develops its own distinct personality.

This consistency gives us the flexibility to be more creative with itineraries and deployments and has markedly increased the consideration for Cunard amongst both travel agents and passengers alike.

Queen Victoria has been a trailblazer this winter with its programme of USA West Coast and Panama Canal voyages sold to a mixture of British and North Americans.

This summer, Queen Victoria will offer Mediterranean fly-cruises while, in its first year, Queen Elizabeth will be our ex-Southampton ship. Next year the roles will be reversed and Queen Elizabeth will offer fly-cruises.

Meanwhile, the demand for Queen Mary 2's transatlantic voyages is resilient and continues to grow among both regular cruise passengers and first-timers.

Overall demand last year was the strongest it had been for a decade as every loyal cruiser has to try it at least once.

As a result, we have scheduled 20 crossings again this year and also for 2012 when Queen Mary 2 starts the year by making its first round-Australia cruise.

The spectacular Royal naming ceremony for Queen Elizabeth last October received extensive media coverage around the world and contributed to the strong start the brand has made in 2011.

The ship's maiden voyage had also sold out in just 29 minutes - a record.

There was a further publicity boost when all three ships met in New York for a Royal Rendezvous at the beginning of this year. Such events surrounding Cunard ships are unique experiences for passengers that no other cruise line can deliver.



“Overall demand last year was the strongest it had been for a decade.”

Queen Mary 2 and Queen Victoria are already the two best-known cruise liners in the world according to brand awareness studies and we would expect Queen Elizabeth to join them soon.

After just three years in service, Queen Victoria was voted the top cruise ship by cruise.co.uk with Cunard winning the “Best Cruise Line” award for the third year running. It was also voted “Best Cruise Company” in the Daily Telegraph Ultratravel Awards 2010.



“2010 was the most successful year in our history.”

In fact, we offer such a range of cruise experiences on each ship that it is sometimes difficult for those judging us to decide into which category of cruise brand we fall.

For those looking to the very top end in holiday experiences then the Queens Grill Suites and Grill Restaurant is very hard to beat.

At the same time – for those looking for a value experience but who are discerning and appreciate high standards – then a balcony state-room twinned with Britannia Club Dining will compete with the best of the mainstream cruise lines.

The “wow” factor in cruising is usually characterised by skating rinks or climbing walls so it was hard for us to convey in advance the innovations on Queen Elizabeth.

But, when people saw what we had achieved both with the presentation of brand memorabilia, history and heritage and also with service “firsts” such a verandah dining, they appreciated that there is more than one kind of “wow” effect.

Our approach to entertainment also has its own “wow” factor as we concentrate on events such as concerts created by our partner, the Juilliard School of Music in New York or presentations by guest speakers ranging from Archbishop Desmond Tutu to pyschosexual therapist Dr Ruth.

The new Queen Elizabeth Theatre Company offers everything from West End Variety to Shakespeare and satirical quiz shows.

Cunard remains unique in combining the highest standards of entertainment, service and cuisine with a sense of history and heritage in the most modern and comfortable of settings.

CHOICE NOW THE KEY TO CRUISE DINING



The quality of food and service in the main dining rooms remains the key focus but passengers are increasingly looking for choice, particularly on the longer cruises and voyages that are an important element of the P&O Cruises and Cunard Line programmes.



Carnival UK Product Services Director Steve Williams said: “We are finding that most passengers are happy to take a good number of their meals in the main dining rooms or buffet restaurants but interest in the alternative dining options still continues to grow.

“Some carry a cover charge (starting at £5) but they still offer our passengers the opportunity to enjoy a dining experience that would cost significantly more ashore.”

Celebrity chef-endorsed restaurants are featured on a number of the ships. These serve meals developed with world-leading chefs such as Marco Pierre White, who works with P&O Cruises, and Todd English on Cunard’s Queen Mary 2 and Queen Victoria.



Research carried out with Southampton Solent University among passengers who had meals in the celebrity chef restaurants revealed that “a significant proportion admitted the presence of such restaurants did influence their cruise choices.”

Across the ships, between 82% and 97% said they would recommend the experience to other people.

However, when asked to rate the celebrity chef dining experience compared to the main dining room, it was noticeable how small the difference was between the ratings.



Williams said: “We were delighted that feedback on the main dining rooms for both brands was so good. It indicated that passengers who used the alternative dining options did so just for a special occasion or for a different experience.

“Providing such choice is increasingly important which is why, for example, we have Azura (P&O Cruises) offering traditional fixed table dining, Freedom Dining, Fine Dining, Sindhu Alternative Dining, Wine and Dine and a range of casual dining options.

“Wine and Dine is an increasingly popular alternative dining experience offered in the Glass House and combining a very flexible menu of high quality dishes ranging from light bites to full tasting menus with wines selected and blended by Olly Smith, all delivered in an informal environment.



“Cunard ships also offer a wide range of alternative dining to complement their Britannia, Princess and Queen’s Grills.

“But choice in the dining experience means different things to different passengers. To some it simply means the opportunity to experience fine dining to celebrate special occasions in restaurants such as XVII on Azura or The Verandah on Queen Elizabeth.

“Both showcase the capabilities of our own talented chefs and provide passengers with the opportunity to enjoy the finest English and French cuisine in an opulent environment.

“Other passengers, particularly on longer cruises are looking for something different such as the pan-Asian cuisine offered in The Orchid restaurant on Arcadia.”



“Most passengers are still happy to take a good number of their meals in the main dining rooms or buffet restaurants but interest in the alternative dining options still continues to grow.”

PRINCESS CRUISES UK DIRECTOR PETER SHANKS

UK sales for Princess Cruises continue to grow with an 8% increase in 2010 to follow the 10% achieved in 2009. Prices held up remarkably well in 2010 despite the challenging economic environment.



“We have witnessed that - following an entry level cruise out of Southampton - many people will then look for something further afield.”

This consistent growth was originally stimulated by the arrival of Sea Princess to operate out of Southampton primarily for UK passengers. It was given a further boost in 2009 when the ship was replaced by the larger Grand Princess which then extended its season by two cruises last year - a move which contributed to the 8% rise.

This year, the ship returns with a similar programme but a new look following a refurbishment which saw the addition of some of the most popular features from the newest class of Princess ship.

We have, though, witnessed that - following an entry level cruise out of Southampton - many people will then look for something further afield.

In recent years, we have been primarily focused on the UK-based cruises, the UK-targeted Caribbean fly-cruises operated by Sea Princess and just one or two Mediterranean itineraries.

This has worked very well for us but in 2011 and 2012 - and in preparation for the arrival of the two new Princess ships in 2013/14 - we now plan to push all the other destinations to a much greater extent

With its 16 (soon to be 18) ships, Princess operates the widest range of itineraries in the industry and deliberately offers a consistent on board product so that - despite the ships being of different sizes and ages - people can be sure of what to expect whichever ship they go on and wherever they cruise.

We have already seen growth in our UK sales of Alaska, Asia and Australia cruises, while the positioning voyages between the different regions have sold particularly well.

Our decision to stop adding the traditional Canadian Rockies tours to the Alaska cruise package and instead concentrate on tours within Alaska (where we have our own Lodges and tour operation) was something of a gamble but it has paid off. It is really the only way to see what the real Alaska has to offer.

Closer to home, we are looking to develop the market for our Mediterranean fly-cruises, too. This year a second ship has been added to the programme with both Star Princess and Ruby Princess deployed for people who would rather reach the heart of the Mediterranean just a few hours after leaving home.

We have also introduced a completely new, and much more flexible way for our passengers to book flights through the innovative 'Select Air' offering for 2012. Passengers can now choose from a wide range of flights and airlines that meet their needs.

Similarly, we have also given them a greater choice of hotels, transfers and land tours. Our feedback has been very much that our customers want this kind of greater flexibility and choice.

“Our feedback has been very much that our customers want greater flexibility and choice.”

But they do not like shocks so we evolve the product rather than make each new ship a radical departure from the last. It is also our policy to add the best features of our new ships where we can to the existing ships. Our passengers tell us they do appreciate this mixture of conservatism and innovation.

With new ships on the way and an ever widening of itinerary choices Princess is well set to capitalise on the growing UK cruise market, not least as passengers look further afield and are more adventurous in their holiday choices.



NEW SHIPS TO COME

Spring 2013 Royal Princess 141,000t/3,600-passenger

Spring 2014 141,000t/3,600-passenger

BRITS KNOW WHAT THEY LIKE WHEN IT COMES TO WINE

More British are drinking it than ever before but there are still relatively few of us who claim to know very much about wine.

In a survey of nearly 2,000 past P&O Cruises passengers, 85% said they had bought wine during their last cruise but just 14% of them "knew a lot about wine". In fact, 18% admitted to knowing "virtually nothing" about it.

The clear majority (69%) claim to know only "a little" about it although those who still enjoy trying different wines do outnumber those who stick just with the ones they know.

The old North-South divide when it comes to drinking habits appears to have almost disappeared...but not quite, with the highest percentage of wine drinkers coming from East Anglia (89.5%) and the lowest from the North of England (78.9%).

Surprisingly London and South East was only sixth highest out of the 11 regions when it came to producing wine-drinkers.

Wine-drinking is, though, one activity which produces no male-female divide. The survey showed only a marginal difference between how many men and how many women drank wine.

There was also just a small difference when it comes to age with the percentage of wine-drinkers hardly varying from 45+ to the over-75s but it is clearly still a taste still to be acquired by some younger drinkers.

Just 78% of the 18-34s choose to drink wine compared with 85%-86% of their fellow passengers once they have reached middle-age and beyond.

A surprising finding, though, was that the amount of wine passengers drink on board P&O Cruises ships varies depending on where they are cruising.

Just short of 90% of those surveyed bought wine if their cruises were in Northern Europe or North America but less than 83% in the Caribbean. The choice of wines available on board does not vary significantly so it must be something in the air (or maybe the water...).

When it comes to that choice of wine, 17% of the wine-drinkers would like to see more rose, 11% more red and 9% more white wines and the Old World and New World fight it in terms of popularity.

About 23% of those who requested more wines, wanted them to be French while nearly 18% opted for Australian vintages. Only 7% asked for more UK wines while - again surprisingly - even fewer wanted more South African wines despite their surge in popularity during the past decade.

When ashore, those surveyed typically spend £14.50 on a bottle and just over £4 on a glass with one in five selecting the house wine in whichever restaurant or pub they visit.

On board P&O Cruises ships, the fact that Olly Smith has endorsed the house wine influenced about 40% of the survey respondents to order it.

"A surprising finding, though, was that the amount of wine passengers drink on board P&O Cruises ships varies depending on where they are cruising."





Last year was the second in a row where the UK market for Seabourn grew by more than the brand's substantial capacity increase.

With the first of our new ships, Seabourn Odyssey, operating for a full year after its 2009 introduction and then the arrival midway through 2010 of the second - Seabourn Sojourn, it meant a 60% increase in capacity. UK sales, though, went up by 64%.

One reason was the massive bounce in sales following the naming ceremony for Seabourn Sojourn which took place in Central London with Twiggy doing the honours and some spectacular fireworks, too.



It was a huge opportunity to introduce the latest Seabourn product to our travel partners and key media - and we did not waste it.

The decision to operate the ship's inaugural cruise from London when logistically it would have made more sense to use a port like Dover also served to maximise the impact the ship made on the market.

It was not just the increased brand awareness that was important to us but also the exposure to the game-changing nature of these innovative new ships.

Supported by increased marketing spend on advertising, promotions and media and travel agency fam trips, the sales increase has been sustained.

We are now targeting a 41% increase in 2011 which would again be ahead of the capacity hike of 35% with Seabourn Sojourn operating a full year and the June arrival of the third ship, Seabourn Quest.

To help reach the target, we are adding more sales and marketing staff and also offering guests a greater range of regional airport departures.

There is clearly a demand from affluent people here for something new in the six-star luxury sector. Where we used to have a 65% repeat factor across our original three ships, the addition of the two new ones meant that last year 60% of our UK guests were first-time Seabourn cruisers. In fact, for a significant number it was their first cruise with any brand.

This was exactly what we had hoped would happen as we needed to source many more new guests to establish the UK as a key strategic source for the brand instead of simply as a top-up market, which was the case until the new ships arrived.

Having been a brand where North American guests dominated, there are now cruises where they represent less than 40%. This year we have two cruises round-trip from Southampton which have already virtually sold out mostly to UK guests.

“It was not just the increased brand awareness that was important but also the exposure to the game-changing nature of these new ships.”

The overall demographics of Seabourn guests have also undergone a seismic shift with the average having fallen from the high 60s to the mid-to-high 50s in just four years.

We now offer more shorter (7 and 10-day) cruises and on some of these in the Mediterranean, the age of our guests is even lower.

Our advertising is increasingly geared to publications with a younger readership as we know want to reach out to still working 40-50-somethings as well as to our traditional 60-plus retirees.

These people now book boutique-style hotels in destinations which they consider cool because they are both chic but casual in style and our new ships are designed to offer them the flexibility and informality they demand.

If anything, they want to downplay their wealth and they certainly do not want to flaunt it.

Catering to the different needs and attitudes of these new, younger, more international guests does have its challenges and we are incorporating this aspect into our crew and staff training programmes.

The new guests are more demanding in terms of flexibility on times of meals and other on board activities and are generally less accepting of fixed ways of doing things.

As a result our hotel directors are reacting on the hoof when something is not working the way guests would like on board. They will leave a restaurant open longer if the demand for that is clear and they will close another early and redeploy staff if it is under-used.

“There is clearly a demand here from affluent people for something new in the six-star luxury sector.”

One element of guest behaviour has gone against all predictions. It was expected that new guests would go for the larger, new ships while traditional Seabourn passengers stayed with the original three smaller ships.

In the event, some of the new guests lured to try one of the new ships have since booked cruises on the smaller vessels. While we have seen plenty of past passengers book the new ships more than once.

In fact, there really is no pattern with old and new guests booking the larger and smaller ships – it is a complete mix, which is the best result for us.

NEW SHIPS TO COME

June 2011 32,000t/450 guests Seabourn Quest





More passengers and 10% higher revenues made 2010 the latest successful stage of our strategy to raise the profile of Holland America in the UK and increase its share of a growing market.

After an unprecedented growth in the number of UK passengers in 2009, it was a more modest increase of 6% last year but this was mainly due to the brand deploying less capacity in the Mediterranean than in 2009.

But 2011 is likely to show a return to substantial growth because - after putting our toe in the waters of the ex-UK cruises sector over the past two years - there is a full programme of 11 UK-UK cruises (nine from Dover and two from Tilbury). Next year, that number will grow again with MS Ryndam operating ten (of seven to 20 nights duration) out of Dover alone.

By the end of 2012, we expect a sharp increase not just in overall passengers but specifically on those cruises. UK passengers have accounted for about a quarter of those on HAL ex-UK cruises; we want to raise that to 50% in 2012.

The UK-UK market is highly competitive so it is important to differentiate your product. This is why we decided to create themes on some of the UK-UK cruises this year and this has already paid off in significant numbers of first time HAL passengers booking them.

We have four top UK chefs - Valentine Warner, Nick Nairn, Martin Blunos and Allan Pickett - joining separate European and Mediterranean cruises. This serves to attract British guests and highlight the regular Culinary Arts programme of classes and demonstrations on board - a complimentary activity which has proved very popular with guests. The UK chefs will also run their own workshops on board.

“UK passengers have accounted for about a quarter of those on HAL ex- UK cruises; we want to raise that to 50% in 2012.”

Last year, HAL created its own Culinary Council which sees culinary and wine experts join the brand's Executive Chef Rudi Sodamin in overseeing menus across the fleet and we are hopeful that this will soon include one of our UK chefs.

The other themed cruise is “Sing Live” with the eponymous choir offering complimentary singing workshops on board a seven-night Norwegian Fjords cruise from Dover. This has already attracted bookings as well as writers who want to learn to sing at sea and write about the experience.

After three years of building awareness through generic brand advertising in glossy consumer magazines as part of our growth strategy, we have begun to add national newspaper advertising which promotes specific cruises and destinations.



Our advertising strategy has been to promote the premium value of a Holland America Line cruise rather than the lowest lead-in fare because we find that our UK passengers, in particular, seem determined to book higher-priced (mainly balcony) staterooms.

The HAL website was re-designed and re-launched last year and is now much more interactive with guests being able to book shore excursions and spa treatments and also make dining reservations and gift orders online.

The social media is an increasingly important part of both the marketing and the customer communications mix and there are currently two HAL Captains blogging from their ships while the brand is also on Facebook and Twitter.



As well as the growth coming from the ex-UK cruises - the convenience of which was highlighted by last year's volcanic ash flights disruption - we have seen a sustained rise in UK bookings for Alaska cruises which were up 66% last year and are already running 25% ahead for this summer.

In the past, demand for Alaska has ebbed and flowed but there seems to have been a breakthrough as we have pushed the benefits of cruise tours where cruises are combined with tours of the Yukon and Canadian Rockies (operated by our tour operator partners) for a more complete Alaskan experience.



We have also seen an increase in demand for destinations even further afield - in Australia, Asia/Pacific and South America - with many of the bookings being made more than a year in advance. Bookings for other destinations closer to home are also being made further ahead than during 2009/10.

It has also helped longhaul sales that HAL is one of very few mainstream cruise lines still cruising in Antarctica since the operating cost of doing so increased substantially with the imposition of new fuel requirements in the region.

The arrival of Nieuw Amsterdam last summer increased the HAL fleet to 15 ships, 11 of which have now been upgraded since May 2009 as part of the company's £350m Signature of Excellence programme.

Our Dubai-based cruises continue to be very popular in the UK where they almost sell themselves.



Although there have been massive increases in capacity since we began operating there, the demand is rising all the time and next winter the new Costa Favolosa - to be introduced this June - will be cruising there.

The Dubai tourist office keeps investing heavily in promoting in the UK and we are also being helped by the pricing policy of the Dubai hotels. They remain very expensive - not just the room cost but also the extras as food and drink prices are very high, too.

This definitely works in our favour to make the cruise option the best value as our cruises are deliberately designed for passengers to overnight on the ship in Dubai at the beginning and end of the itinerary so they can visit the city without having to pay for a hotel.

“We have seen a significant development in the UK market through 2010 and into 2011 with bookings coming in much earlier.”



Some travel agents do package our Dubai cruises with seven days in all-inclusive resort hotels but about 70% of our passengers opt for fly-cruise-only.

Costa is now planning to introduce Arabian Gulf cruises out of Abu Dhabi, too, using the Costa Mediterranean.

We have seen a significant development in the UK market through 2010 and into 2011 with bookings coming in much earlier than in 2009.

A percentage of the market is still booking last minute but things are now returning to what used to be normality.

A few years ago, and, during a very strong opening to this year, most bookings have been for cruises departing much later this year and sometimes even in 2012.

We did talk to our travel partners last year about trying to push sales for cruises months ahead and their efforts to do this have been rewarded with a lot more early bookings.

Although the UK economy is only improving very gradually, there is clearly more optimism among consumers and, in particular, they seem more confident about job security which is allowing them to book holidays further in the future.

Even the bad winter weather seemed to work in our favour as - although it did cause us considerable operational problems with flight delays and cancellations - it did seem to give sales a push with people wanting to get away from the cold.

We achieved all our UK sales targets in 2010, despite a major restructuring of our operations here midway through the year which saw me relocated to Genoa.

Our call centre has, though, remained in the UK and still handles exclusively Costa bookings. I am also travelling to the UK on a monthly basis to see our key travel partners in London, Manchester, Scotland and elsewhere in the UK.

The travel trade is still our major distribution channel with direct sales remaining at just 5% of the total. This is why our involvement with the Internet and, increasingly, the social media forums remains purely on the basis of providing information and monitoring passenger feedback. We do not see it as a potential sales tool.

For some time now, Costa has been increasing capacity with new ships joining every year and Costa Favolosa will again be followed by Costa Fascinosa in 2012. Because of this, our targets increase every year, too, but those early sales suggest that we will reach them again in 2011.

“Our cruises are deliberately designed for passengers to overnight on the ship in Dubai so they can visit the city without having to pay more for a hotel.”

Another significant seller in the UK has been the 100-night world cruise which departs Savona at the end of the year. This sold out very quickly and, possibly uniquely in the industry, all passengers are taking the full cruise.

We also marketed the cruise in sectors but never had to sell any because of the demand for the full voyage. There will be another world cruise at the beginning of 2013.

The recent problems in Tunisia and Egypt did mean we had to change some winter itineraries but, although we will continue to monitor the situation, we still expect to be expanding our new Red Sea programme in the future.

NEW SHIPS TO COME

June 2011 114,200-ton/3,012 passenger Costa Favolosa
June 2012 114,200-ton/3,012 passenger Costa Fascinosa



The presence of a Carnival Cruise Lines (CCL) ship in the Mediterranean this year guarantees a huge surge in UK bookings. This is the hot destination at the moment so having the new Carnival Magic make its inaugural cruises out of Barcelona this summer is a major boost for us.

Following its introduction in May, Carnival Magic will offer 18 seven, nine and 12-night cruises from Barcelona with the longer ones including overnights in Venice.

We launched the programme early (in February last year) backed up with fun gifts of Magic tricks and MilkyWay Stars for bookings made by travel agents. This worked for both us, as it brought in a lot of early bookings, and also for the passengers who booked then, as prices have since risen.

We are seeing a similar response to when CCL last deployed a ship in the Mediterranean back in 2008.

For the last two years CCL has not offered a significant cruise programme in the region and although Caribbean fly-cruise bookings have continued to grow, the upward trend will resume this year and we hope to be able to offer further Mediterranean cruises with CCL in future years.

The new ships are appealing strongly to families partly because of the range of dining, entertainment and children's activities which include an Aquapark and SportsSquare outdoor fitness centre but also because of their family cabins (193 on each ship) which sleep up to five and, crucially, have two bathrooms.

With the current exchange rates, it is also beneficial to a family's budget that most of their spending on the cruise will be in dollars rather than euros.

We, and our travel trade partners, are packaging the cruises with flights and pre-cruise stays in Barcelona but we have been surprised that, despite last year's flight problems with the volcanic ash, so many passengers are still choosing to book their own flights, some even using the low cost airlines.

"It is also beneficial to a family's budget that most of their spending on the cruise will be in dollars rather than euros."

We have also been focusing on growing the number of UK passengers booking the short cruises operated by CCL out of Florida. These are obviously being combined with Florida holidays and we are monitoring those passengers to see if they are using them as tasters before moving onto longer cruises.

The most popular CCL Caribbean fly-cruises for UK passengers are: the Barbados-based programme on Carnival Victory which we sell largely through Virgin Holidays; Carnival Legend's ex-Tampa programme (up 38% on 2010); and Carnival Dream's departures from Port Canaveral (up 67%), which are ideal to combine with a family stay in Orlando or Florida's west coast.

A new online 24/7 sterling-priced booking tool for all CCL cruises and fly-cruises was introduced for travel agents last year and this is being developed so that it can be accessed directly through an agent's own website.

NEW SHIPS TO COME

May 2011 130,000t/3,646 passenger Carnival Magic
May 2012 130,000t/3,646 passenger Carnival Breeze



FACING UP TO THE FACEBOOK CHALLENGE



The design of new cruise ships are now right at the cutting edge and cruise lines recognise that this is exactly where they also have to be when engaging with their past and potential customers.

Which is how Cunard Line's New Media Executive, Lisa Page, came to be sending back pictures of a dog in the Queen Mary 2 kennels in the middle of the Atlantic to followers of the brand's Facebook page.

This was all part of the service when she was sent off to deliver an "interactive" voyage for those faithful followers, one of whom messaged her that she was missing her pooch.

Every day of the transatlantic crossing, Lisa relayed the activities scheduled on board and asked the followers to select which ones she should do and even which meals she should eat. She then reported back with photographs as she followed their instructions. Social media activity during this seven day crossing generated a 1,600 new 'likes' of the Cunard page.

Communicating with customers has moved on so quickly that brands like Cunard and P&O Cruises have had to respond just as speedily with constant updates of websites and launching Facebook sites and Twitter feeds.

Each brand now has regular bloggers including P&O Cruises Executive Purser James Cusick, Cunard President Peter Shanks and Carnival Cruise Lines Cruise Director John Heald.

Advertising, including P&O Cruises latest TV campaign, brochures and other marketing material all direct customers to their websites and Facebook pages.



It is a multi-media world now as P&O Cruises Managing Director Carol Marlow observed. "We are," she said, "looking to engage with our customers online as well as offline and this means doing so in a medium through which people are becoming used to communicating."

Although social media is so far used the least by the over-55s who still make up the majority of UK cruise passengers, this age-group is also the one whose participation in the likes of Facebook and Twitter is now the fastest-growing.

"Each brand now has regular bloggers including P&O Cruises Executive Purser James Cusick, Cunard President Peter Shanks and Carnival Cruise Lines Cruise Director John Heald"

Which is also why P&O Cruises has just run a competition exclusively for people on Facebook who "like" the brand with the prize being the Hong Kong-Sydney sector of the 2012 world cruise featured strongly in the TV campaign.

Cunard set up a minisite for the new Queen Elizabeth five months ahead of its October 2010 introduction. This ran "The World Awaits" timeline along with the latest images, videos, press release and tweets updating visitors about progress on the new Queen.

Cunard also uses Twitter, YouTube and Facebook to obtain - and respond to - direct feedback and provide users with greater accessibility to the brand.

www.wearecunard.com runs three blogs a week and has been redesigned to feature links to the Bridge webcams, senior officers brand website pages and a live twitter feed.

P&O Cruises has created a new welcome page on its Facebook site (Facebook.com/pandocruises), which was launched at the end of last year.

It already has 33,000 fans, some of whom will message in about their next cruise with questions about what they should wear or pack. They can be linked straight through to the website for tips designed to help first time or even experienced cruise passengers.

A new area has recently been added to this website for passengers to review their last P&O Cruises holiday and give general reviews of each ship in the fleet. This is open to all but 95% of 2010 reviews rated the holidays as four or five stars (out of five).

Traffic on the website increased 45% in 2010 and was running 65% up earlier this year.

One use for the social media that P&O Cruises had not anticipated happened when London's airports were snowed in last December. Fly-cruise passengers were anxious for flight information and P&O Cruises found that Facebook was one of the most effective ways of delivering it quickly and efficiently.



AZURA IN NUMBERS

P&O Cruises latest ship, Azura, was named by godmother Darcey Bussell one year ago in April. Here's a look at her first year in numbers...

103,469 nautical miles sailed – equivalent to almost five times around the world or 653 trips between London and Manchester

208 ports of call visited

65,000 passengers entertained at the Captain's welcome on board parties



3,573 portions sold of the most popular starter in XVII – crayfish and lobster cocktail

40 couples renewed their wedding vows



3,400 Wine Flights sold in the Glasshouse



219,127 hands of Blackjack dealt



507 bottles of Veuve Clicquot sold

154 passengers enjoyed a Champagne breakfast in bed

2,955 sea day passes purchased for The Retreat, and 515 massages done in the open air cabanas



3,040 people enjoyed the most popular treatment in the Oasis Spa – the full body Swedish massage

CONTACTS



P&O Cruises can trace its roots back to 1837 when the Peninsular Steam Navigation Company was awarded the lucrative Admiralty contract to carry mail to the Iberian Peninsula and beyond. Today, as trusted cruise experts, P&O Cruises has a fleet of seven ships offering holidays tailored to British tastes combining genuine service, a sense of occasion and attention to detail, ensuring passengers have the holiday of a lifetime, every time. Azura was launched in April 2010 – officially named by Godmother Darcey Bussell CBE and small ship Adonia will be added to the fleet in May 2011.

P&O Cruises
Michele Andjel
T: 02380 65 6653
M: 07730 732 072
E: michele.andjel@carnivalukgroup.com
[facebook.com/pandocruises](https://www.facebook.com/pandocruises)
twitter.com/pandocruises



One of the best-known names in cruising, Princess Cruises is a global cruise and tour company operating a fleet of 17 modern ships renowned for their American-style luxury, innovative features including Movies under the Stars, the adults only retreat, The Sanctuary and wide array of choices in dining, entertainment and amenities, all provided in an environment of exceptional customer service. A recognised leader in worldwide cruising, Princess offers its passengers the opportunity to escape to more than 350 destinations around the globe, on all seven continents, more than any other cruise line.

Princess Cruises
Lorraine Sadowski
T: 02380 656739
E: lorraine.sadowski@princesscruises.co.uk
[facebook.com/PrincessCruises](https://www.facebook.com/PrincessCruises)
twitter.com/princesscruises



Cunard is one of the oldest names in shipping and operates the youngest fleet in the industry. Its ocean liners, the most famous in the world, consist of flagship Queen Mary 2, classic Queen Victoria and the new Queen Elizabeth. Cunard liners operate voyages to the Mediterranean, Caribbean, Northern Europe as well as world cruises and the only regular transatlantic service.

Cunard
Eric Flounders
T: 0207 940 5390
M: 07767 392 165
E: [eric.flounders@Cunardmail.com](mailto:eric.flounders@ Cunardmail.com)
[facebook.com/cunard](https://www.facebook.com/cunard)
twitter.com/cunardline



Carnival is the largest and most popular cruise line in the world, with 22 "Fun Ships" operating voyages ranging from three to 18 days in length to the Bahamas, Caribbean, Mexico, Alaska, Hawaii, New England, Canada, Bermuda, Europe, and South America. The line has two new ships scheduled for delivery in May 2012.

Carnival Cruise Lines
Virginia Webb
T: 0870 626 9077
E: virginia.webb@fourcommunications.com
[facebook.com/Carnival](https://www.facebook.com/Carnival)
twitter.com/carnivalcruise

CONTACTS



Costa Cruises is the largest Italian travel group and Europe's favourite cruise line. For over 60 years its ships have plied the seas of the world, offering the best in Italian style, hospitality and cuisine and providing dream holidays with the utmost in terms of fun and relaxation. In 2008 Costa Cruises carried about 1.2 million cruise guests, a record for the European cruise industry. Its fleet has a total of 14 ships, all flying the Italian flag, each with her own distinctive characteristics and unique style; together each year, they offer the chance to visit some 250 separate destinations in the Mediterranean, Northern Europe, the Baltic Sea, the Caribbean, South America, the United Arab Emirates, the Far East and the Indian Ocean. Three more new ships are due to enter service by 2012. Costa Cruises has been certified by RINA (Italian Shipping Register) with the BEST4, an integrated system of voluntary certification of corporate compliance with the highest standards governing social accountability (SA 8000, issued in 2001), environment (UNI EN ISO 14001, 2004), safety (OHSAS 18001, 2007) and quality (UNI EN ISO 9001, 2008). All the ships in the Costa fleet have been assigned RINA's Green Star notation certifying that they are operated in compliance with the highest environmental protection standards. Costa Cruises is an official partner of WWF Italia for the protection of the Mediterranean Sea. In Mediobanca's 2008 survey of over 3700 Italian enterprises that recorded revenue of at least 50 million euros the previous fiscal year, Costa Crociere S.p.A. ranks 72nd in terms of sales and in 12th place as regards profitability. In the "Global Reputation Pulse" 2009 international study, Costa Cruises is in 4th place among Italian companies; Pulse scores are a measure of the corporate reputation (in terms of trust, esteem etc) of the 600 largest enterprises located in 32 countries worldwide.

Rooster PR Contacts:
Gemma Chapman / Jill Duffell / Rebecca Holloway
T: 020 7953 8774
E: Gemma.Chapman@Rooster.co.uk
E: Jill.Duffell@Rooster.co.uk
E: Rebecca.Holloway@Rooster.co.uk
[facebook.com/costacruises](https://www.facebook.com/costacruises)
twitter.com/costacruiseusa



Holland America Line's fleet of 15 ships offers nearly 500 cruises to 314 ports in more than 100 countries, territories or dependencies. Two- to 108-day itineraries visit all seven continents, and highlights include Antarctica, South America, Australia/New Zealand and Asia voyages; a Grand World Voyage; and popular sailings to ports in the Caribbean, Alaska, Mexico, Canada/New England, Europe and Panama Canal. New ship, ms Nieuw Amsterdam, joined the fleet in 2010.

Fleet-wide, the company features Signature of Excellence enhancements, a commitment totaling more than \$525 million, that showcase the Culinary Arts Center presented by Food & Wine magazine — a state-of-the-art onboard show kitchen where more than 60 celebrated guest chefs and culinary experts provide cooking demonstrations and classes — Explorations Café powered by The New York Times, teens-only activity areas and all new stateroom amenities highlighted by flat-panel TVs and plush Euro-top Mariner's Dream Beds.

Vikki Moody
T: 020 7553 3700
E: vikki@dsapr.co.uk
[facebook.com/HALCruises](https://www.facebook.com/HALCruises)
twitter.com/HALCruises



Seabourn offers ultra luxurious cruising on board intimate ships with a relaxed personal feel. Carrying just 208 passengers, Seabourn Legend, Pride and Spirit visit less-frequented destinations that only small ships can reach. Seabourn Odyssey will launch in June 2009, her sister Seabourn Sojourn will launch in June 2010 and as yet unnamed newbuild in 2011.

Seabourn
Sadler & co
Samantha Strawford
T: 020 7581 4111
E: samantha@sadlerandco.com
[facebook.com/Seabourn](https://www.facebook.com/Seabourn)
twitter.com/seabourncruise



CARNIVAL UK