

CARNIVAL CRUISE LINE



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WHY CAN'T *You* ?

Carnival Cruise lines has recently bounced back from a few unfortunate events that hurt their PR. Now the cruise line is rising as one of the most affordable and fun cruises in the market. Even though many consumers view them as a new hip, adventurous, and fun vacation to take, a specific demographic of 25-34 year old adults still think that cruising is intended for grandparents and families with young children; therefore, making it an “embarrassing” vacation to take. Carnival provides “Fun for All” and thus an activity for everyone. Our purpose is to get our target audience to change their perception and consider taking a Carnival Cruise so they can experience the fun for themselves.

The goal of our campaign is to draw attention to real experiences from Carnival's consumers. It will showcase all Carnival has to offer to the younger adult audience in order to change the target audience's current perceptions of the type of vacation.

MARKETING PROBLEM

According to a survey we created that asked respondents about their cruise experience, most people who have been on a cruise loved their experience¹. However, respondents who had never taken a cruise associated the way of travel with words such as “old,” “confinement,” and “commercialism”². Also, in an article featured in the *Seattle Times*³, the author refers to liking cruises as an “embarrassing admission to make.”

We see that the marketing problem lies in the consumer’s **perception** that cruising is just “not cool.” Carnival needs to market specifically to those consumers and convince them that cruising is truly “Fun for All” and not just for the grandparents.

¹“Opinions About Cruises” *Mintel Academic*, October 2013 <http://academic.mintel.com.ezproxy.bu.edu/display/683146/?highlight#hit1>

²“Your Cruise Line Perspective” *Survey Monkey*, October 27, 2013

<https://www.surveymonkey.com/s/STZKRQH>

Mark Bittman, “The Unhip, Unexpected Joys of Cruising” *Seattle Times*, October 19, 2014

http://seattletimes.com/html/travel/2024789849_joyofcruisingxml.html

BUSINESS INDICATORS

Number of Customers: expected 4.5 million in 2013

Customer Retention: VIFP- a loyalty program that encourages people to sail Carnival again for a “little more special and a lot more fun”⁴

From January 2012-July 2013, Carnival Cruise Lines accounted for nearly one quarter of all cruise industry direct mail loyalty mailings.⁵

- 49% of cruisers are content with their cruising experience and want to go on another cruise in the future.
- 27% of people agree that recent safety issues such as the *Costa Concordia* disaster and *Carnival Triumph* engine failure have deterred them from taking a cruise. Among those who have cruised within the past three years, 15% agree.⁶

Purchases: The average per passenger per day spending is projected to be \$214.44 with \$162.69 ticket prices and \$51.74 on board spending for an average cruise duration of 8 days.

Average Order Size: 2-4 passengers

Customer Satisfaction: 810/1000, average being 840

Carnival's Great Vacation Guarantee Program indicates that the large majority of the passengers are very satisfied, ignoring the 110% refund they could be taking advantage of.

The image shows a direct mail flyer from Carnival Cruise Lines. At the top, it says "YOU CRUISED TO MEXICO IN NOVEMBER OF 2011. SO WHERE TO NEXT?". Below this is a photograph of a tropical island with turquoise water and palm trees. The Carnival logo is in the bottom left corner. In the bottom right, it says "PAID CARNIVAL". In the center, it reads: "For a limited time, VIFP Club Members get up to \$550 OFF FUN SELECT RATES per stateroom plus a FREE two-category upgrade.*". At the bottom, there is a field for "VIFP Member #:".

⁴Gina Kramer, “Carnival Cruise Lines Renews Satisfaction Guarantee through 2015,” *Cruise Critic*, September 16, 2014, <http://www.cruisecritic.com/news/news.cfm?ID=5985>

⁵“Marketing Strategies” *Mintel Academic*, <http://academic.mintel.com.ezproxy.bu.edu/display/683138/#atom1>

⁶“Leading Companies” *Mintel Academic*, October 2013, <http://academic.mintel.com.ezproxy.bu.edu/display/683136/>

Genevieve Shaw Brown, “Top Cruise Lines by Customer Satisfaction” *ABC News*, July 1, 2013 <http://abcnews.go.com/Travel/2013-best-cruise-lines/story?id=19543907>

MEANS OF MEASUREMENT

Carnival was the first cruise ship brand to launch a presence on social media with its Facebook page active since November 2007.

Social Shares: 53% of cruise mentions happen over Facebook and Carnival has the most “likes” on Facebook out of its competitors.

Social Sentiment: Highest share of voice in the market with 73% ⁷

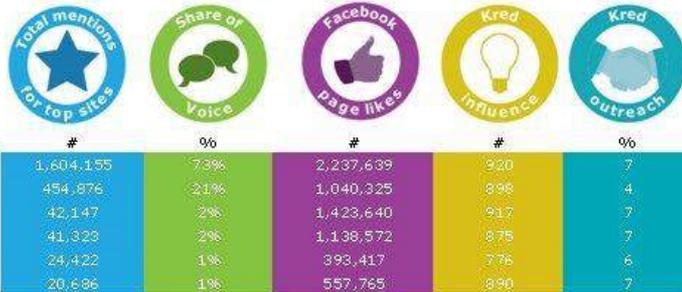
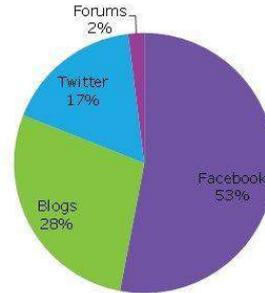
Facebook: Carnival Cruise Lines - 3.1m likes

Twitter: @CarnivalCruise - 127k followers

@CarnivalPR - 13.2k followers

YouTube: Carnival - 19k subscribers

Instagram: @carnival- 65k followers



Examples of Customer Advocacy:



⁷“Social Media- Cruises” *Mintel Academic*, October 2013 <http://academic.mintel.com.ezproxy.bu.edu/display/683139/>

SITUATION/BRAND ANALYSIS

Corporate Owners: Carnival Corporation & plc

Brand History: For more than 41 years, Carnival has been creating the backdrop of lasting vacation memories for more than 60 million guests.

Size Through Sales Growth: Largest cruise line in the market with 25 cruise ships

Growth In The Past Three Years: Growth rate of around 16% per year⁸

Brand Reputation: The cruise line with the best children's programs and the most North American homeports

Perceived Quality: Convenient and cost effective

Brand Distribution: North America, Europe, and Asia

Price of Product: Starting at \$209 for a three day cruise and starting at \$449 for a seven day cruise

Current Sales: \$80 million net income for entire company, an increase in second quarter earnings⁹

Features Of The Brand: Wide range of formal and casual activities that make Carnival "Fun Ships" for all ages

Current Advertising: "Fun for All. All For Fun." by Arnold Worldwide

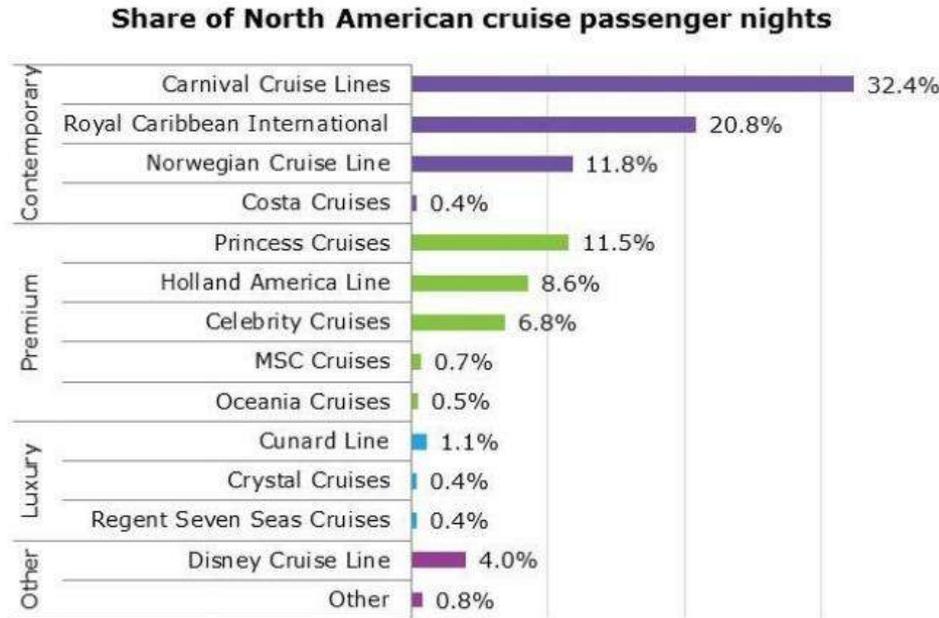
⁸George Evans, "Why Carnival Corp May be on Course for Smooth Sailing" *Forbes*, February 5, 2013, <http://www.forbes.com/sites/oppenheimerfunds/2013/02/05/why-carnival-corp-may-be-on-course-for-smooth-sailing/>

⁹Laura Lorenzetti, "Carnival Cruises to a Higher Profit," *Fortune*, June 24, 2014, <http://fortune.com/2014/06/24/carnival-cruises-to-a-higher-profit/>

SITUATION ANALYSIS/CATEGORY

“Contemporary” Cruise Line: Contemporary cruise lines are valuable, affordable, and are perfect for first-time cruisers. They are growing and competition has increased, yet Carnival Cruise Lines still remains the most popular in the market.

Carnival vs. Competitors→



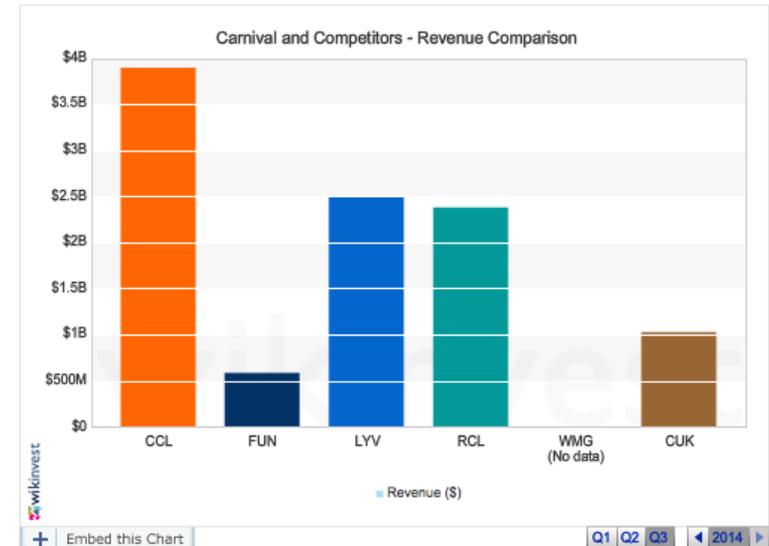
¹⁰“Leading Companies” *Mintel Academic*, October 2013 <http://academic.mintel.com.ezproxy.bu.edu/display/683136/>

COMPETITORS: ROYAL CARIBBEAN, NORWEGIAN CRUISE LINE, PRINCESS CRUISES

Share of World Wide Passengers & Revenue

Parent	Brand	% of Passengers	% of Revenue
CCL	Carnival	26.4%	10.8%
	Costa Cruises	8.9%	7.8%
	Princess	9.5%	12.0%
	AIDA	5.2%	5.8%
	Holland America	4.4%	7.0%
	P&O Cruises	1.9%	4.6%
	P&O Cruises Australia	1.7%	3.6%
	Ibero Cruises	1.1%	2.4%
	Cunard	0.8%	2.9%
	Seabourn	0.3%	1.4%
	Total		60.1%
RCL	Royal Caribbean	20.0%	18.2%
	Celebrity	5.7%	8.5%
	Pullmantur	2.0%	1.8%
	Azamara	0.3%	1.2%
	Croisières de France (CD..	0.6%	0.7%
	Total		28.6%
NCL	Norwegian *	11.3%	11.5%
	Total		11.3%
Grand Total		100.0%	100.0%

Revenue vs. Top Competitors



Explore more CCL Data at Wikinvest

¹¹“2014 World Wide Market Share” *Cruise Market Watch* <http://www.cruisemarketwatch.com/market-share/>

¹²“CCL Stock” *Cruise Market Watch* <http://www.cruisemarketwatch.com/ccl-stock/>

COMPETITIVE ANALYSIS: ROYAL CARIBBEAN

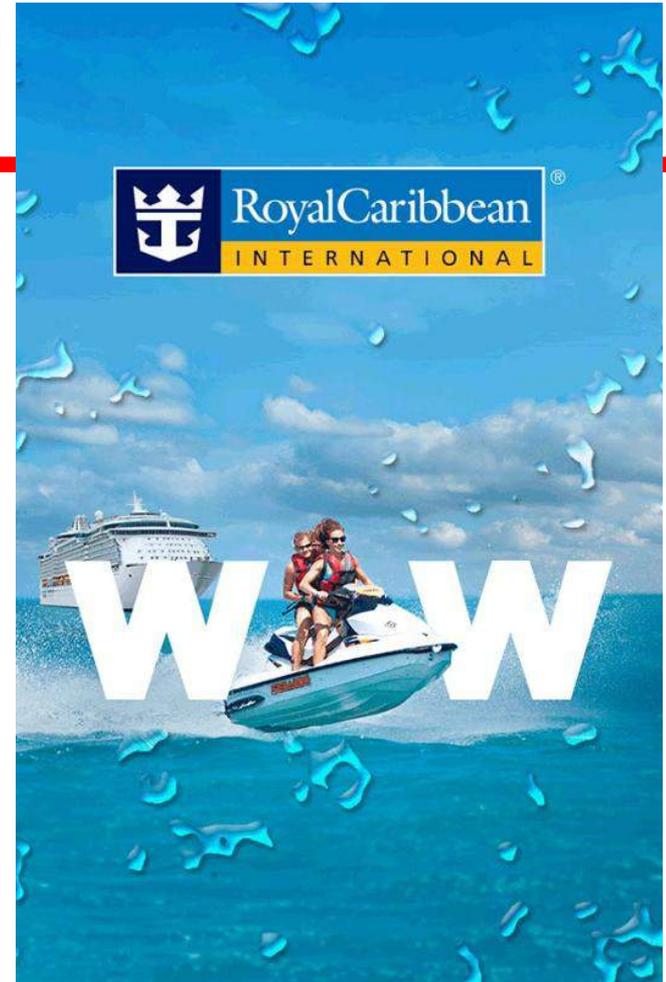
Headline: Royal Caribbean International

Current Slogan: WOW

Key benefit of the ad: Royal Caribbean provides exciting vacations that will provide you with an experience like no other. They will “wow” you.

Position Guideline: Royal Caribbean International appeals to adventure-seeking families as well as couples and singles in their 30s to 50s. Their guests have an appetite for new experiences and an interest in activities that take them out of the ordinary, connect them with other people, and enable them to explore new places and learn about other cultures.

Position by: benefit



COMPETITIVE ANALYSIS: NORWEGIAN CRUISE LINE

Headline: Norwegians Always Remember Their First

Current Slogan: Cruise Like a Norwegian

Key benefit of the ad: Enticing to the potential consumer who has never been on a Norwegian cruise; it will be an unforgettable experience.

Position Guideline: Norwegian Cruise Line is appealing to young couples who are not only new in their relationship but new to cruises themselves. Excited for adventure, these cruisers are ready and accepting to trying new things.

Position by: User



COMPETITIVE ANALYSIS: PRINCESS CRUISES

Headline: The Greatest Show Is Earth

Current Slogan: Come back new.

Key Benefit: Princess Cruises gives its customers the opportunity to be in awe of the world we live in.

Support For Benefit: The ad depicts travel, adventure, and the memories created while exploring the Earth.

Position Guideline: Being in awe of the world is a rejuvenating experience

Position By: user

THE
GREATEST
SHOW IS
EARTH

Some days, it will make you feel impossibly big. Other days, it will make you feel crushingly small. But with time spent sailing past stunning Alaskan glaciers, you will always, always feel. Travel Weekly's Best Cruise Line in Alaska, seven years running.




PRINCESS CRUISES
come back new™

Contact your travel agent
855.513.7236 | Princess.com

COMPETITIVE SUMMARY

Royal Caribbean: An exciting vacation for the adventure seeking adult.

Norwegian Cruise Line: A great first experience for someone unfamiliar with cruising.

Princess Cruises: An experience that puts you in awe of the world

TREND ANALYSIS

The cruise industry is the fastest growing segment of the travel industry, increasing the amount of passengers at a 7.6% average annual clip since 1990, now with the market currently extending into China.^{13 14}

- Cruising is a popular way to travel, our target audience is just apprehensive to take such a vacation because of the perception that it is not a “cool” way to travel.

Cruising in Pop Culture: These examples all support our target audience’s “cruise” stereotypes and/or concerns about cruising.

The Titanic- ship safety, especially after the Costa Concordia disaster in 2012 with 32 deaths

The Love Boat - restricted schedule while onboard, confinement

Disney Channel Original Series: Suite Life on Deck - large population of young children making for a chaotic environment

Spongebob Squarepants Episode: “Walk The Plankton”- images of activities for an older demographic like shuffleboard showing that these stereotypes have imbued into culture.

The core of Carnival’s clientele is over 50 years of age. People in their 50s and 60s are among the fastest growing segments of the population in both the U.S. and in Europe.¹³



¹³George Evans, “Why Carnival Corp May be on Course for Smooth Sailing” *Forbes*, February 5, 2013, <http://www.forbes.com/sites/oppenheimerfunds/2013/02/05/why-carnival-corp-may-be-on-course-for-smooth-sailing/>.

¹⁴Christopher Palmeri, “Carnival to Help China Build its First Cruise Ship” *Bloomberg*, October 15, 2014, <http://www.bloomberg.com/news/2014-10-15/carnival-to-help-china-build-its-first-cruise-ship.html>.

BRAND ANALYSIS



Product:

- One of ten cruise ship brands owned by Carnival Corporation & plc
- Leader in the concept of shorter, less expensive cruises
- Carnival's ships are called "The Fun Ships"
- Its trademark is the funnel, which is red, white and blue and shaped like a whale's tail

Price For a Caribbean Cruise:

Carnival starts at \$104 for a three day cruise and \$299 for a seven day cruise.¹⁵

Norwegian starts at \$429 for a seven day cruise and does not offer a three day cruise.¹⁶

Royal Caribbean starts at \$279 for the seven day cruise and \$144 for a four day cruise.¹⁷

Princess starts at \$349 for a seven day and \$249 for a three day cruise.¹⁸

Place: Alaska, Bahamas, Bermuda, Canada/New England, Caribbean, Hawaii, Mexico, and a cruise to Nowhere

Promotion: "Fun For All. All For Fun." is the current slogan.

Carnival Cruise is present on every social media platform under either the @carnival or @CarnivalCruise name.



Carnival Cruise Line @CarnivalCruise · Nov 30

Cyber Monday Flash Sale begins in 4 hours! Get ready to book as low as \$35 per day. bit.ly/1FnPhmE



22

29



[View more photos and videos](#)

¹⁵Carnival Cruise Lines

<http://www.carnival.com/bookingengine/cruise-search/caribbean?numGuests=1>

¹⁶Norwegian Cruise Line <http://www.ncl.com/vacations/caribbean-cruises?destinations=4294934559>

¹⁷Royal Caribbean International <http://www.royalcaribbean.com/findacruise/home.do?cS=NAVBAR>

¹⁸Princess Cruise <http://www.princess.com/find/searchResults.do>

TARGET AUDIENCE: ORIGINAL RESEARCH

The **problem** the research was designed to solve is the consumer's perception that cruise lines are "not cool" or attractive to those who have never been on a cruise. Carnival needs to market to those who are convinced that cruise lines are for grandparents, when in actuality, their programs are actually geared toward a young, adventurous audience. The original research included questioning friends, analyzing Carnival's social media accounts, and creating a survey that was posted and shared on Facebook and Twitter.

Survey taken by 32 people:

- How old are you?
- What's the first word that comes to mind when you think of a cruise?
- Have you been on a cruise before?
 - If you answered yes, which cruise line(s) have you taken?
- If you are interested in taking cruises, what are some of things you look for in booking your trip?
- Which publications or websites would you use to research cruise lines or other vacation plans?
- If you have been on a cruise, did you enjoy your experience? Why or why not?

¹⁹Mark Bittman, "The unhip, unexpected joys of cruising," *Seattle Times*, October 19, 2014, http://seattletimes.com/html/travel/2024789849_joyofcruisingxml.html.

Survey Monkey Original Research Example

What's the first word that comes to mind when you think of a cruise?

Answered: 32 Skipped: 0

Responses (32)

Text Analysis

My Categories

PRO FEATURE

Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a GOLD or PLATINUM plan.

[Upgrade](#) [Learn more »](#)

Categorize as...

Filter by Category

Search responses

Showing 32 responses

Ship

10/29/2014 11:24 AM [View respondent's answers](#)

money

10/28/2014 10:20 PM [View respondent's answers](#)

confinement

10/28/2014 8:53 PM [View respondent's answers](#)

Relaxing

10/28/2014 8:02 PM [View respondent's answers](#)

old people

10/28/2014 7:35 PM [View respondent's answers](#)

Commercialism

10/28/2014 6:50 PM [View respondent's answers](#)

Food

10/28/2014 4:19 PM [View respondent's answers](#)

PAGE 1

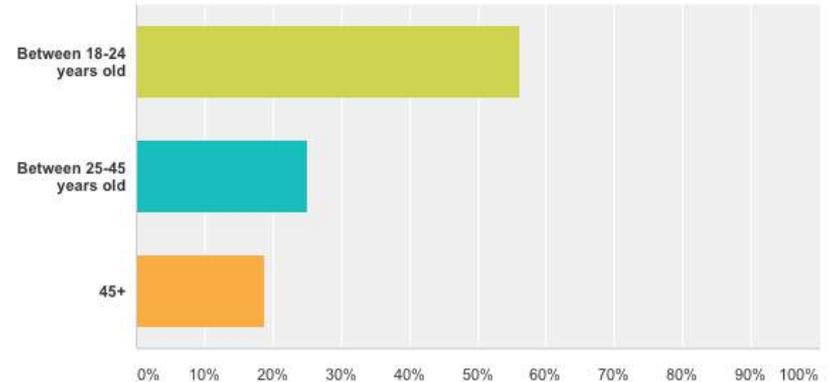
Q1

Customize

Export

How old are you?

Answered: 32 Skipped: 0



Answer Choices	Responses	
Between 18-24 years old	56.25%	18
Between 25-45 years old	25.00%	8
45+	18.75%	6
Total		32

TARGET AUDIENCE

Adults. 25-34. USA.

According to MRI data, this age group is the second highest group most likely to cruise, but we are targeting this audience because this is also the group that needs to be convinced that cruiselines are cool. In our survey, those who thought cruising was not a favorable vacation were between 25-34 years of age.

The demographic our campaign targets is in their mid to late twenties and early thirties, who are newly married, do not have children yet, and have stable jobs. They are looking to make the most out of their vacation time. MRI data shows that households of two people are most likely to go on a cruise.

Meet Rory, 30, and Amanda, 29, who are newlyweds currently residing in Brookline, MA and both aspiring to one day be working in an ad agency on Madison Avenue in New York City. This goal driven couple has a difficult time getting away and relaxing with the very limited vacation time their current employer offers them. They have both decided, however, that they will be taking a vacation together this upcoming spring but have yet to decide where they want to travel. Their best friend recommended they go on a cruise to the Bahamas after all the fun he just had escaping from the office for a few days. The couple is skeptical because they feel cruising is for older people or families with young children.

In the next few weeks they come across an ad on the T, and another one at a bus shelter during their 35 minute commute, depicting crystal clear water and adventurous activities that can be had on a Carnival Cruise. When Rory opens Travel + Leisure he sees a full page spread showcasing the same images. Amanda checks her facebook and sees a post from a trusted friend featuring a Pina Colada and a sunset, with the hashtag #IdiditonCarnival coming up in her feed. Later that evening, the couple decides to book their cruise, through the Carnival Cruise Line, to the Bahamas in order to escape the Boston winter.

²⁰“Fall 2013 Product: Travel, Cruise Ships” MRI Data

STRATEGIES

Consumer Insight: Although consumers who have been on cruises think it's a fun way to travel, the adults 25-34 years old that have not been on a cruise have the perception that cruising is uncool; fit for an older population.

Position by **user**: The campaign will showcase how the user is enjoying their experience on a Carnival Cruise.

Advertising Objective: To demonstrate that cruises are now made for younger audiences so that the target audience considers Carnival Cruise Line for their next vacation.

CREATIVE BRIEF

The creative team should produce:

- **Social Media Campaign** focusing on Facebook and Instagram with the unifying #IdditonCarnival hashtag
- **Outdoor Ads** on the MBTA trains and in bus shelters in Boston
- **Print Ad** to run in Conde Nast Traveler (255 index) and Travel + Leisure (244 index)

Intention: Target Audience to consider Carnival when planning a vacation.

Target Demographic: Goal driven adults, ages 25-34, who want to make the most out of their vacation time

Target Insight: Cruising is a vacation fit for an older demographic and thus it is not a “cool” way to travel.

Benefit: When you go on a Carnival Cruise you will experience the fun for yourself and create memories.

Substantiation:

- Multiple exciting and relaxing on and off-board activities that serve the 25-34 demographic, such as the Punchliner Comedy Club, fee-included casinos, and Alchemy Martini Tasting; or simply a day at the spa.
- Eight destinations that each provide unique opportunities exclusive to Carnival Cruiser.

Personality/Tone: Fun, encouraging, unique

Target Audience Should: Consider Carnival cruises when they are thinking of taking a vacation.

CREATIVE EXECUTION

- The first ad will be shown in subways and bus shelters. We are choosing this copy because people are commuting from work in the 5:00 hour and are often looking forward to their happy hour and some relaxation after a long day.
- The second ad is an 8.5x11 print ad that will be featured in *Condé-Nast Traveler* and *Travel + Leisure*.
- Our final ad is a social media ad geared for Instagram, but it could be also run on Facebook and Twitter. This would not only run on the company's pages but also as a sponsored ad on the platforms.

The objective behind the designs is to use beautiful images, that demonstrate Carnival's unique experiences, that would appeal to the target audience. Real Instagram pictures are used to show how people on Carnival Cruises are creating unforgettable memories, so why can't you?

IT'S 5:00 SOMEWHERE...

HE DID IT ON
CARNIVAL, SO WHY
CAN'T *you?*

REAL PEOPLE. UNEDITED INSTAGRAM MOMENTS.

#IdiditonCarnival

Thanks, @danielwilson67





THEY DID IT ON CARNIVAL,
SO WHY CAN'T *you* ?

REAL PEOPLE. UNEDITED INSTAGRAM MOMENTS.

#IdiditonCarnival

Thanks, @cruisincarnival!

Why can't *you?*

#IdiditonCarnival

Thank you, k_belles91!



MEDIA PLAN

According to Seasonal Vacation Trends 37% of cruisers vacation in the summer, 31% in winter, 29% in the spring, and 28% in the fall. *USA Today* suggests that cruisers book their vacations 6-12 months in advance to get the best early bird deals. Therefore, we would debut our campaign in December, just in time for Christmas, to advertise summer trips.²¹

- To be considered for monthly magazines you must pitch your ad at least three months in advance since this is when they determine layouts. Therefore, the campaign would need to be pitched to them by September in order to be in the December issue and target consumers to buy for summer.

Media:

- Print: *Condé-Nast Traveler* and *Travel + Leisure*
- Social: Sponsored Instagram, Facebook, Twitter ads
- Outdoor: MBTA transit spots

Vehicles:

- *Travel + Leisure Magazine* (second highest index of 244 on MRI data) *Condé-Nast Traveler* (highest index of 255 on the MRI data)
 - We chose these publications as they focus on travel, so readers clearly have an interest in travel and they are not gender specific
 - They also have a high MRI index meaning they attract a large readership²²
- On Social Media we are going to use the hashtag #DiditonCarnival for people to share their exciting experiences. Our main focus is Facebook and Instagram because of the visual intentions of both platforms, but these photos can also be shared on Twitter. Instagram recently starting monetizing user's feeds so Carnival would be one of the few companies running ads, and Facebook gets the largest amount of visitors per day out of any social media platform.²³
- Outdoor advertising will focus on MBTA transit like bus and subway transit spots to target those commuting to and from work. The target area is Boston because Boston has the highest population of young people in a concentrated area (Boston Globe).²⁴

²¹Fran Golden, "When to Buy Your Cruise" *USA Today*, June 26, 2013, <http://www.usatoday.com/experience/cruise/cruise-101/when-to-buy-your-cruise/2129843/>.

²²~~"Fall 2013 Product: Travel, Cruise Ships" MRI Data~~

²³Bryany Harland, "Social Networking-US-June 2014," June 2014, <http://academic.mintel.com.ezproxy.bu.edu/display/706112/?highlight#hit1>

²⁴Catherine Cloutier, "Boston's Young Adults Plentiful, Influential--and often burdened" *Boston Globe*, December 1, 2014, <http://www.bostonglobe.com/metro/massachusetts/2014/11/30/boston-young-adults-are-influential-and-often-burdened/kp2Oek4nlcMrTtehgDnl1M/story.html>.

APPENDIX

- ¹ “Opinions About Cruises” *Mintel Academic*, October 2013 <http://academic.mintel.com.ezproxy.bu.edu/display/683146/?highlight#hit>
- ² “Your Cruise Line Perspective” *Survey Monkey*, October 27, 2013 <https://www.surveymonkey.com/s/STZKRQH>
- ³ Mark Bittman, “The Unhip, Unexpected Joys of Cruising” *Seattle Times*, October 19, 2014 http://seattletimes.com/html/travel/2024789849_joyofcruisingxml.html
- ⁴ Gina Kramer, “Carnival Cruise Lines Renews Satisfaction Guarantee through 2015,” *Cruise Critic*, September 16, 2014, <http://www.cruisecritic.com/news/news.cfm?ID=5985>
- ⁵ “Marketing Strategies” *Mintel Academic*, <http://academic.mintel.com.ezproxy.bu.edu/display/683138/#atom1>
- ⁶ “Leading Companies” *Mintel Academic*, October 2013, <http://academic.mintel.com.ezproxy.bu.edu/display/683136/>
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- ⁹ Laura Lorenzetti, “Carnival Cruises to a Higher Profit,” *Fortune*, June 24, 2014, <http://fortune.com/2014/06/24/carnival-cruises-to-a-higher-profit/>
- ¹⁰ “Leading Companies” *Mintel Academic*, October 2013 <http://academic.mintel.com.ezproxy.bu.edu/display/683136/>
- ¹¹ “2014 World Wide Market Share” *Cruise Market Watch* <http://www.cruisemarketwatch.com/market-share/>
- ¹² “CCL Stock” *Cruise Market Watch* <http://www.cruisemarketwatch.com/ccl-stock/>
- ¹³ George Evans, “Why Carnival Corp May be on Course for Smooth Sailing” *Forbes*, February 5, 2013, <http://www.forbes.com/sites/oppenheimerfunds/2013/02/05/why-carnival-corp-may-be-on-course-for-smooth-sailing/>.
- ¹⁴ Christopher Palmeri, “Carnival to Help China Build its First Cruise Ship” *Bloomberg*, October 15, 2014, <http://www.bloomberg.com/news/2014-10-15/carnival-to-help-china-build-its-first-cruise-ship.html>.

¹⁵*Carnival Cruise Lines*

<http://www.carnival.com/bookingengine/cruise-search/caribbean?numGuests=1>

¹⁶*Norwegian Cruise Line* <http://www.ncl.com/vacations/caribbean-cruises?destinations=4294934559>

¹⁷*Royal Caribbean International* <http://www.royalcaribbean.com/findacruise/home.do?cS=NAVBAR>

¹⁸*Princess Cruise* <http://www.princess.com/find/searchResults.do>

¹⁹Mark Bittman, "The Unhip, Unexpected Joys of Cruising" *Seattle Times*, October 19, 2014 http://seattletimes.com/html/travel/2024789849_joyofcruisingxml.html

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