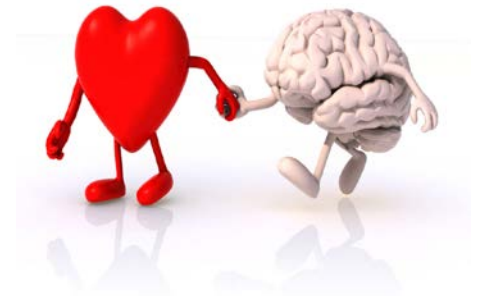


PMO
Conference
London 
2016

It's a Hearts and Minds Thing

Kirsty Bennett, Director of Portfolio Management,
Carnival UK





Cunard

A unique and distinct position within the luxury travel market.

A British luxury brand on an international stage.

With an incomparable heritage, iconic ships and outstanding service, Cunard is renowned the world over.

Whilst we launched in 1840, we now have one of the youngest fleets at sea with Queen Mary 2, Queen Elizabeth and Queen Victoria

With the unique Transatlantic Crossing, sophisticated Mediterranean sailings and our iconic Round World Voyages our three queens are famous across the world

50% UK guests, 25% US guests, 25% Other (Australia, Germany, Japan being key markets)

P&O

A Premium cruise holiday brand positioned between luxury and mass market

Exceptional Service, Dining, Exploration and Entertainment

Offering diversity through an 8 ship fleet

- Adonia 710 passengers currently operating as the Fathom brand

- Through to Britannia 3647 passengers

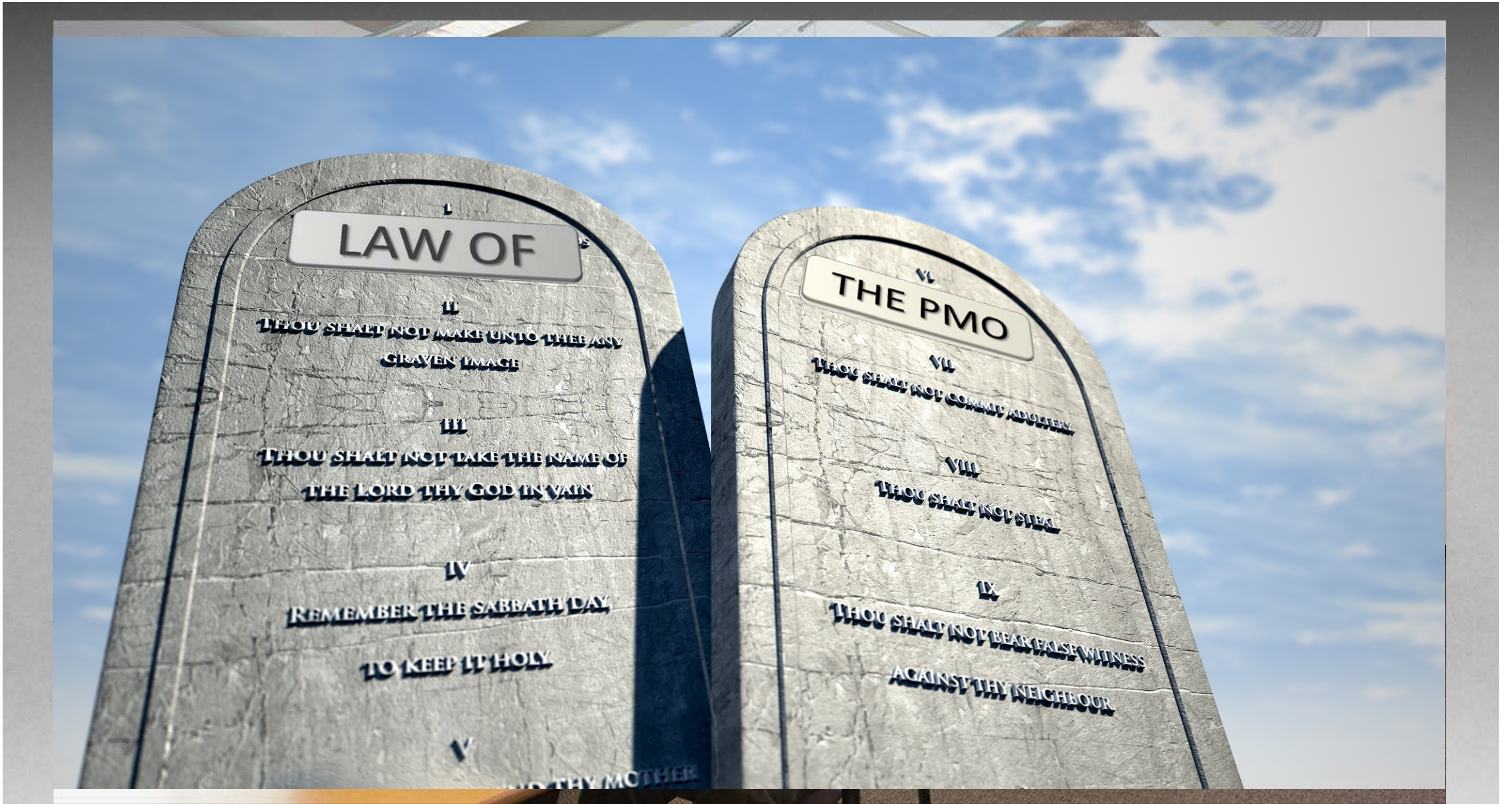
- 3 Adult only ships

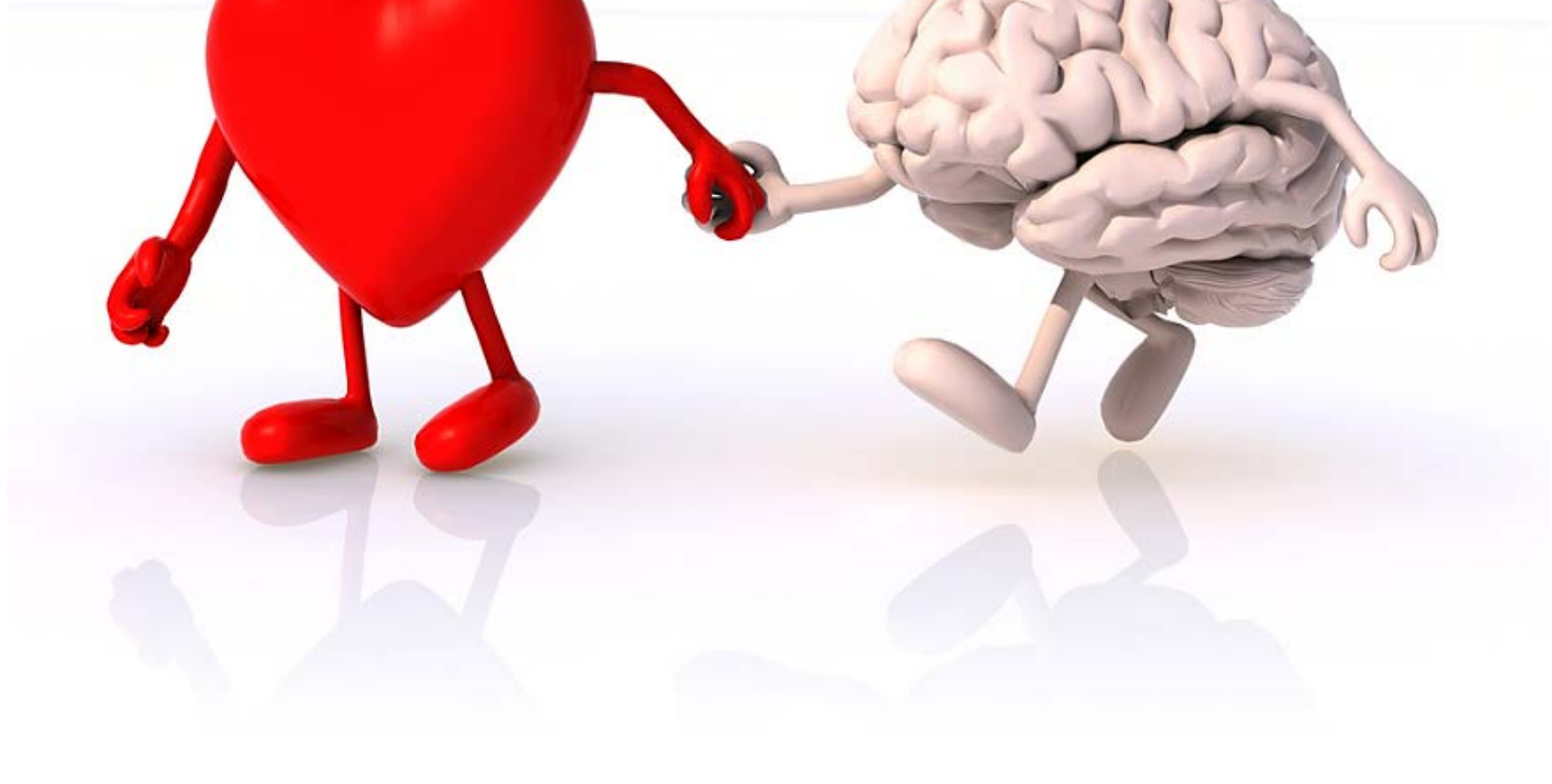
99% of guests are British

P&O Cruises leads the UK market with a 30% share, extending to over 50% for ex-UK cruises










influence

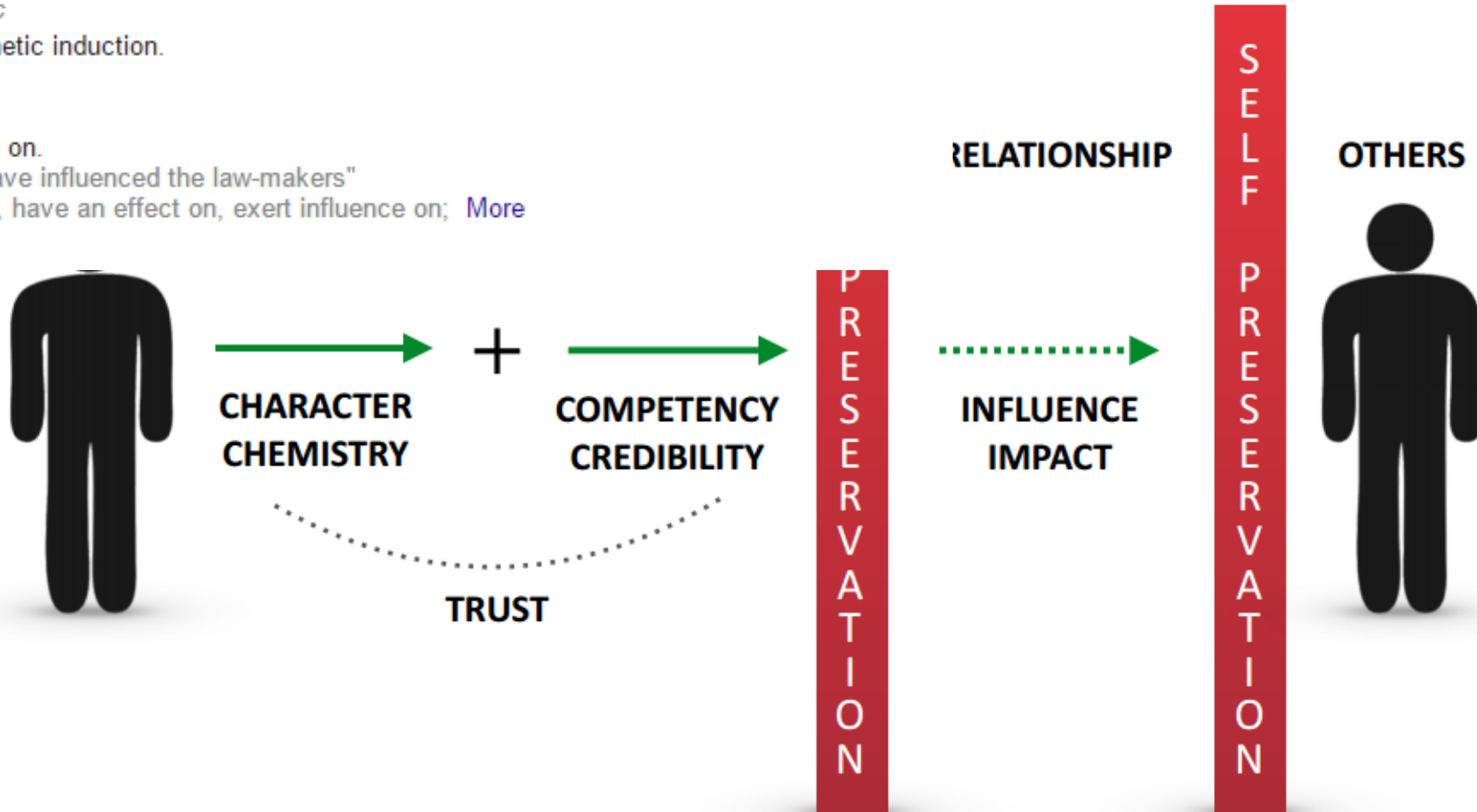
/ˈɪnfluəns/ 

noun

1. the capacity to have an effect on the character, development, or behaviour of someone or something, or the effect itself.
"the influence of television violence"
synonyms: [effect](#), [impact](#); [More](#)
2. **PHYSICS** *archaic*
electrical or magnetic induction.

verb

1. have an influence on.
"feminist ideas have influenced the law-makers"
synonyms: [affect](#), [have an effect on](#), [exert influence on](#); [More](#)



THE GOOD THE BAD AND THE UGLY

It makes everything easy. It's a complex and culturally challenging change is so clearly laid out that it no longer feels hard, in fact the opposite

Seeking feedback, facilitating what is going well and what is not going so well, to help bridge the change barriers

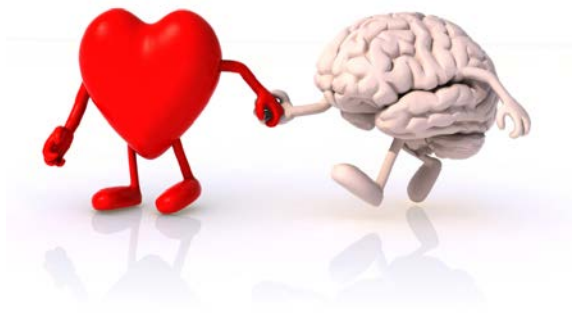
Recognise there is a change curve of emotions and that different people are in different places

Too dominating – the process seems more important than the Commercial Outcome

Acronyms, intimidating charts and different language

Lack of consultation and Comms – just get on with it

To me the trick is for good programme management to help facilitate an organisation make change happen in a structured and transparent way so that everyone understands what is happening, why and when. Get it right and "hearts and minds" are won. The trap is that it becomes over bureaucratic and so something that slows down change.



KEEP
CALM
It's
A
WRAP!



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