

Getting everyone on the bus:  
the digital transformation journey of a heritage travel brand

**COSMOS**  
tours & cruises

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# The Cosmos story

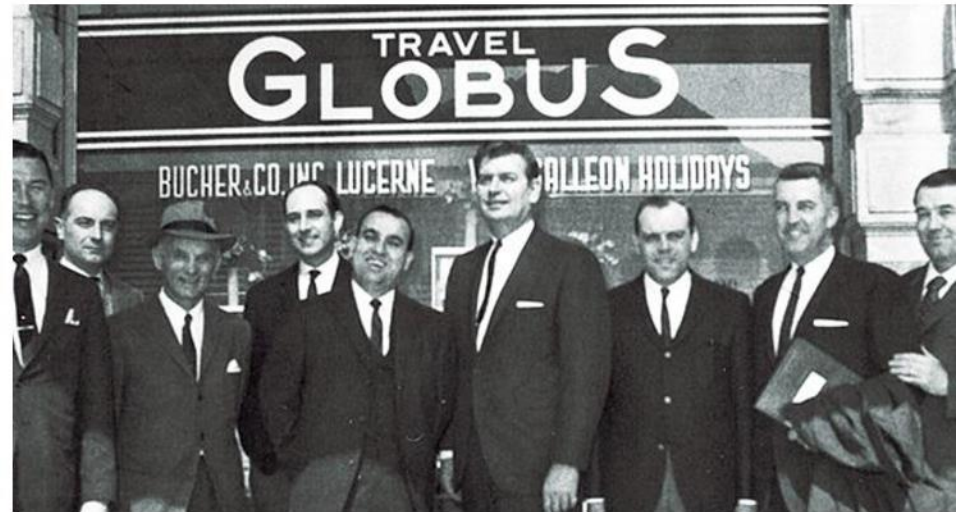
1928: Antonio Mantegazza bought a rowing boat on credit and started rowing tourists across Lake Lugano, sharing local stories.





## The 1930s

Antonio switched to land and purchased his first coach. His fleet grew to 33, driving tourists around Switzerland. He partnered with Werner Albek and they established travel company Globus Viaggi.



# The 1960s

Globus launched the Cosmos brand, offering European escorted tours and package holidays. These went worldwide in the 1980s.





# Today

We operate the most European and North American tours of any escorted tour provider. We also sell private tours, cruises, long haul beach holidays and Avalon Waterways river cruises.



# Our challenge....



I didn't realise they were still around"  
"Package holidays to Greece"  
"Bucket and spade"







British luxury brand  
established in 1856

Reasonably-priced  
accessories (eg caps)  
made products accessible  
and spawned counterfeits



'Chav check' was born!

2006 share price  
hovered around 497p

# Burberry put digital at the heart of their business transformation



Core still British-made trench coat and scarves

Celebrity endorsement

Massive investment in digital and customer insight

Social innovators, omni-channel approach, iPads in store

Clear, single-minded strategy to become the first fully digital luxury brand

2016 share price: 1,460p

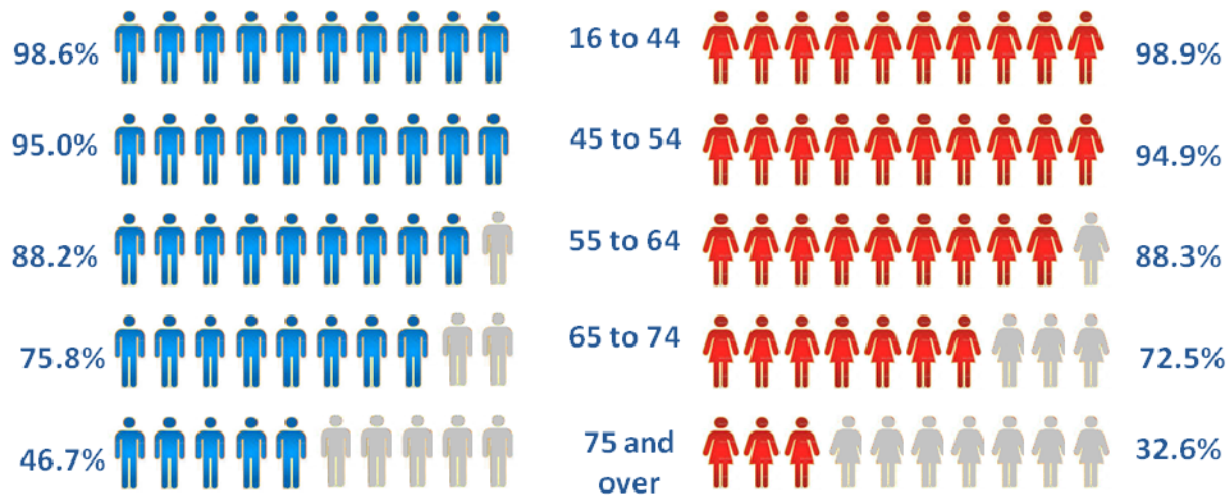


# “But older people aren’t online, are they?”



Almost 9 in every 10 adults in the UK have used the internet recently (87.9%)

Almost all men and women aged 16 to 44 years have used the internet recently ...



..but just 5 in every 10 men and 3 in every 10 women aged 75 and over have used the internet in the last 3 months.



You've got to start with the customer experience and work back toward the technology - not the other way around.

(Steve Jobs)



# Our Vision

**COSMOS**  
tours & cruises



The natural choice  
for inspirational  
holiday  
adventures,  
crafted with  
simplicity and  
care.

# Unpacking our vision

## **The natural choice:**

- Brand awareness/relevance
- Compelling proposition
- Advocacy
- Loyalty
- Brand reach / distribution

## **Inspirational holiday adventures:**

- Product development
- Consistent end-to-end experiences
- Content that engages and inspires



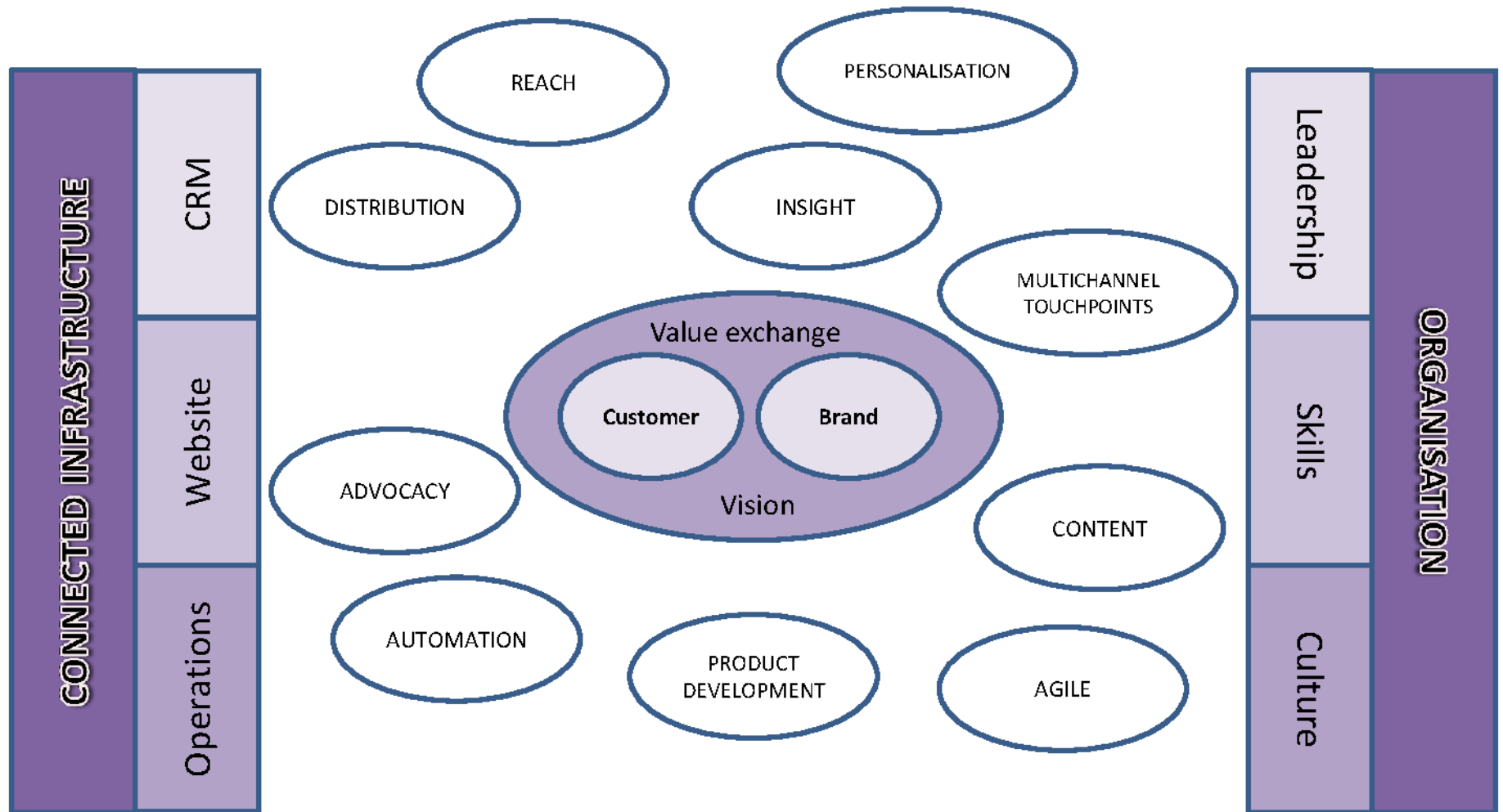
## **Crafted with simplicity:**

- Automation
- Lean processes
- Technology to support, not hinder
- Agility
- Consistent, multichannel communication touchpoints

## **Crafted with care:**

- Culture
- Understanding our customers
- Flexibility
- Feedback and continuous improvement





**JUST DON'T CALL IT 'DIGITAL TRANSFORMATION'!!!**



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