

## CASE HISTORY

**Synopsis:** Expanding marketing power through barter funding in lieu of cash for a major cruise line

**Client:** **CUNARD CRUISE LINES**

**Situation:** Terrorism, hijackings, bombings, kidnappings and other negative influences had seriously impacted Cunard's marketing efforts, and resulted in severe reductions in available funding. In order to maintain its presence and provide additional support for alternative products, Cunard sought to displace cash expenditures with a combination of cash and barter. Although Cunard and its national advertising agency had successfully traded for broadcast time in the past, the cruise line found itself in a difficult position as magazines which had previously been purchased on an all-cash basis refused to accept a cash/barter system for the same or less space through the national agency.

**Action:** I developed a combined cash/barter program in which Cunard was able to increase its national magazine schedules while significantly reducing its cash expenditures by utilizing unused or excess cruise cabin capacity on a trade or barter basis.

**Results:** I initiated a buying program for Cunard in specified magazines – including the *New York Times Sunday Magazine*, *New Yorker*, *Travel & Leisure*, *Town & Country*, *House & Garden*, *Modern Maturity*, *Travel/Holiday* and many others – all of which had previously been purchased by Cunard for 100 percent cash. My expertise and buying ability resulted in Cunard reducing cash expenditures by 47.5 percent (saving more than \$2 million!), maintaining all previously scheduled advertising and expanding to critical new publications despite funding cutbacks.

