

CUSTOMER CASE STUDY

NORWEGIAN CRUISE LINE HOLDINGS

Industry: Leisure, Travel, and Entertainment • South West, United Kingdom • <https://www.nclhltd.com/>

Norwegian Cruise Line provides unforgettable experiences at sea aboard their fleet of modernized and luxurious ships, where the only limits to your vacation are your imagination.

In 1966, Norwegian Cruise Line (NCL) began running a single cruise from the UK to Gibraltar. Today, NCL hosts a fleet of ships that provide unparalleled luxury and entertainment for guests of all ages in locations around the globe. Their dedication to quality service and the high praise from guests have led to a long list of accomplishments and awards. “As an experience business, one of our cruises is an experience of a lifetime; it’s very special to our passengers,” says Harvinder Pereira, Dir People Excellence Business Partner EMEA. “But that starts from the outset, from the moment our teams on the shoreside are engaging.”

With such importance resting on their customer’s experience, NCL’s EMEA team knew that they needed to invest in learning and development for employees. “We soon recognized that we needed to embed our values deeper within the organization, that our teams needed to understand what our values were and how they underpinned everything that we do in order for us to move our teams in the same direction and achieve our vision and mission,” says Pereira. That’s why NCL EMEA began training with Dale Carnegie all the way back in 2017.

Pereira says that Dale Carnegie training has resulted in greater engagement and more confidence among employees, and it has increased resilience in their teams. “What’s been exciting is seeing how much it’s enhanced our culture. Back in 2017, we sort of just dipped our toe in with some of the programs, but now it really has become part and parcel of what we do. It’s our language. Our teams are using the principles day in and day out. They are better leaders,” says Pereira.

Of course, NCL was affected by the Covid-19 pandemic, but they didn’t allow that to derail their L&D plans. “We had teams all of a sudden that were working remotely, and we were really able to use those Dale Carnegie programs to

give confidence to our managers and our leaders, and to still engage those teams.” Pereira adds, “We came out even stronger on the other side, and our teams have continued to grow on all of those great learnings.”

But it isn’t just the team that is benefiting from Dale Carnegie training. Pereira reveals that “For us, the financial impact is very clear in our results. Our results in 2023 and moving forward into 2024 show that we continue to build on that success. We’ve got the best bookings and revenue to date, and that hasn’t happened by accident. That has been a very concerted, strategic plan to keep our teams together.”

NCL plans to continue their L&D strategy, including Dale Carnegie trainings, to continue on their trajectory of success. Pereira describes Dale Carnegie and NCL as the “perfect collaboration.”

“From the very start, we wanted our leadership to embed our culture and our values throughout the organization in everything that we did. Learning and development was the key vehicle for us to do that with our teams.”

- Harvinder Pereira
Director, People Excellence Business Partner EMEA

Challenge

NCL EMEA needed to embed their values and mission in each employee to strengthen employee engagement and enhance the customer experience.

Solution

Dale Carnegie’s leadership programs would enhance employee interpersonal skills, which could be applied to team and guest interactions.

Results

Employees are engaged, teams are more resilient, and NCL EMEA is experiencing the highest bookings and revenue to date.