HIGH-TECH, HIGH TOUCH
PERSONALIZATION FOR CARNIVAL CORPORATION

Carnival Corporation launches cutting-edge technology that anticipates guests' wants and desires and empowers the crew to personalize interactions in real time.

A DIFFERENT CRUISE EXPERIENCE

A secondhand ship set sail from Miami to San Juan in 1972—and cruising would never be the same. Flash forward to today and Carnival Corp. is the world's largest experience enterprise with more than 100 world-class ships, nine brands and millions of passengers.

Several years ago, the cruise industry was at a turning point. Guest numbers, fleet sizes and ticket prices were growing, yet the industry was vastly underpenetrated. To attract guests, traditional cruise leaders and new entrants began one-upping each other in a race to build bigger and better ships, and targeting brands to niche traveler segments to stay competitive.

Carnival Corp. knew this was unsustainable. Its leadership understood that expanding the market required a radical strategy. A vision was born to elevate the cruise experience with intelligent technologies that would make it possible to deliver extraordinary experiences to every passenger in every moment on any size ship, regardless of age.

FROM VISION TO REALITY

As the premier innovation partner for Carnival Corp.'s Global Experience & Innovation team, Accenture helped bring this disruptive vision to life. The approach was to embed smart digital technologies into the physical environment of ships that could sense and respond to guests' needs. The technology could also empower the crew to build one-on-one relationships with each of the thousands of passengers on board. It is hyper personalization at scale grounded in using innovation to make the cruise experience more simple and more profoundly human in every moment for every guest at any price point.

SMALL BUT MIGHTY

All of this centers around the OceanMedallion™, a light, quarter-sized disc without any obvious technology. This sleek wearable holds a guest's unique digital identity and connects to the Ocean® guest experience platform with a secure experience Internet of Things™ (xIoT™) network made up of thousands of intelligent sensors and streaming analytics. The Medallion™ gives guests access to an ecosystem of services and experiences.

All guests sailing on a MedallionClass™ ship from Princess Cruises receive a Medallion for free. The wearable activates a digital concierge that guests can access through smart devices, interactive public kiosks and crew members to enable a more personalized cruise experience. They can do everything from ordering food and drink that finds them anywhere on board to locating friends and family throughout the ship.

The Medallion™ and the xIoT™ network allow crew members using their own crew devices to recognize guests, which makes for meaningful interactions and more extraordinary service delivery. Enabling frictionless payment, keyless stateroom access, cashless casino and streamlined embarkation, the Medallion™ creates hassle-free cruising so guests can maximize every moment of their precious vacation time.

SMART AND POWERFUL

A vacation full of immersive moments and worry-free convenience does not happen by magic. Accenture Interactive worked with Carnival Corp.'s Guest Experience and Innovation team to develop an experience intelligence platform, which uses real-time, individual-based streaming analytics, contextual awareness and machine learning to understand who guests really are. Carnival Corp. calls this "Guest Genomics," and it is a much deeper level of personalization that no other travel company has mastered.

The platform "listens" and "captures" what is happening on the ship at every point of interaction. It analyzes guest data streams that include media content, demographics, preferences, location and clickstream data to gather Experience Intelligence™. About 400 million records a voyage are sourced from about 15 data sources to serve this actionable intelligence to guests and crew. In addition to preferences set by guests before departure, what people buy and what they do on every MedallionClass voyage all inform their Guest Genome.

Accenture Interactive also helped the travel leader with a recommendation engine that brings another dimension to guest personalization. While not yet in production, experience maximization offers individualized recommendations to guests and crew when they consult their digital concierge. The recommendation engine calls to the experience intelligence platform through an application program interface (API) for data about the guest. The engine then uses algorithms to provide relevant recommendations.

With the Experience Intelligence platform and recommendation engine, Carnival Corp. is going beyond using big data and analytics that traditionally help the next guest. For the first time, the company is using them to provide real-time insight to each specific guest at the right moment to serve, delight—and sometimes even surprise.

This plays out in countless ways—both big and small—on board the ship. It could be when a fitness lover finds out about a new Zumba class. Or when a family that attended a dolphin show signs up for a reef cruise that the kids will never forget. Or when a bachelor party orders up a round of burgers and beers poolside without stopping the fun. What were once transactional, anonymous exchanges are now meaningful moments that together shape a distinct and unforgettable vacation experience.

PHYSICAL AND DIGITAL

Technology is not the only thing that made these unforgettable vacation experiences a reality. Both Carnival Corp. and Accenture Interactive made GuestCentricity™, crew empowerment and meaningful relationships central to the design and development process.

In fact, Carnival Corp. reconfigured an old warehouse near its corporate headquarters to build recreations of real on board locations and experiences to model important parts of the guest journey before, during and after the trip. Designers worked in this lab-like Experience and Innovation Center (XIC) to imagine and fine-tune guest experience innovations, ensuring that they were elegant and intuitive enough to blend seamlessly with the real world of the ship.

Designers included professionals from Accenture Interactive, Fjord (the design and innovation arm of Accenture Interactive) and MATTER, a design firm since acquired by Accenture. The team used service design to create human-centered experiences. Service design is not design for design's sake. Rather, it is the thoughtful orchestration of how a service is delivered. Think of it as experience design that threads together people, processes and technologies. It the marriage of form and function, physical and digital, and rational and emotional for design that embodies how people think and want to interact.

Consider how the team used service design to reinvent embarkation. This process of boarding a ship can be long and tedious – a less than ideal start to a vacation. To change the process, designers dissected the existing flow of guest embarkation, including crew interactions. Everything was analyzed—from when guests land at the airport to when they finally board. In addition to field work, the iterative design process included role playing and simulations in the XIC.

One unique aspect of the process—here, and in all the design for Carnival Corp.—is the fact that teams designing for guest-facing and crew-facing software and tools were integrated. They were intermixed and collaborative. In addition, engineers, hardware and software developers and designers worked side-by-side during reviews, discussing critical dependencies and perfecting solutions. This cross-disciplinary collaboration fueled consistency and efficiency and reinforced the central role of the guest experience.

SAILING AWAY

With the launch of the guest experience platform aboard Princess Cruises' Regal Princess in November 2017—and with a phased roll-out planned across the rest of the Princess fleet—Carnival Corp. set a new bar for the cruise experience. Everything came together in the right moment. A market ripe with opportunity. A visionary leader and strong team. And an innovation partner that tapped into all five of its businesses—Digital, Technology, Strategy, Consulting and Operations—to make innovation happen.

By using technology to understand guests on a human level, Carnival Corp. is evolving to a Living Business that is always learning and adapting its operations around customers. With Experience Intelligence™, guests get the vacations they always dreamed of while Carnival improves how it provides services to all passengers, schedules itineraries, manages the workforce, designs ships and much more.

FROM		TO
SHIP CENTRIC	→	GUEST CENTRICITY
ONE SIZE FITS ALL	→	A UNIQUE FIT FOR EACH
INSIGHTS FOR THE NEXT GUEST	→	INSIGHTS FOR THE NOW GUEST
COMPLEXITY	→	CONVENIENCE
VACATION	→	VACATION OF A LIFETIME