

Adventure at Your Fingertips: A Case of Royal Caribbean International



Source: Unsplash (2020)

Background

Established in 1969, Royal Caribbean International (RCI) is the world's leading cruise line sailing to over 270 destinations in more than 60 countries (RCI, n.d.). With a fleet of 29 ships and ownership of a private island—CocoCay in the Bahamas, which has been voted the number one private island destination by Travel Weekly for four consecutive years—RCI has spent more than five decades redefining the cruise experience through continuous innovation (RCI, n.d.). For more than 50 years, the cruise line has continued to create memorable experiences for its guests through innovation.

First launched in 2017, the Royal Caribbean app was designed to minimize crowds at drop-off areas and reduce queuing time by allowing guests to self-check-in and choose different arrival times, as well as collecting a digital key to their stateroom (MBW, 2020). In addition, the app reinvented safety protocols with Muster 2.0, a virtual safety briefing that can be completed before boarding (RCI, 2021).

In collaboration with EY Global, Royal Caribbean relaunched their mobile app with the slogan “Adventure at Your Fingertips”. The new app features an interactive map for passengers to discover onboard activities, a virtual chatroom for passengers to chat and share bookings or itineraries with friends and other family members onboard, as well as a gallery function for passengers to preview their photos taken onboard before purchasing them (RCI, n.d.). Through the personalization engine, the app tracks, learns and recommends activities that the passenger would be likely to enjoy (EY Global, 2023).

Additionally, the app enables mobile ordering and reservation with any restaurant onboard. With the order or booking information directly sent to the restaurant staff through the server, a hassle-free experience with minimum contact can be achieved. Moreover, based on information guests input into the app, the app will automatically alert the restaurant of any allergy or dietary request from the customer (EY Global, 2023). This streamlined process not only enhances the dining experience but also ensures that guests feel safe and valued. Finally, the app helps guests

keep track of their onboard spending with their real-time expense account. Guests can also view their real-time onboard spending history, offering full transparency and helping to manage their budgets more confidently (RCI, n.d.).

Challenges

I While the Royal Caribbean app offers a seamless and highly personalized cruise experience, its heavy integration into RCI's services presents challenges for less tech-savvy guests. Those without the app may miss out on faster check-in, activity bookings, and other conveniences, leading to potential fairness concerns. This digital divide may discourage or frustrate older or less technologically inclined travelers, ultimately impacting their satisfaction with the cruise experience.

Discussion Questions

1. How might the integration of technology through the Royal Caribbean app affect overall customer satisfaction and brand loyalty ?
2. What strategies can RCI adopt to ensure that guests who are unfamiliar with technology still enjoy a comparable level of service?
3. What operational challenges might arise from relying heavily on a mobile app for key guest services?
4. What new features or incentives could be added to the Royal Caribbean app to further enhance the cruise experience?

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Keywords

- Cruise
- Innovation
- Mobile Application
- Personalization
- Integrated User Interface
- Spending Monitoring

Acknowledgement

This case study is based on and adapted from the work of undergraduate students CHAN Sze Ching; DAI Ka Ying; LEUNG Chung Yan; WONG Wing Lam; YAU Kong Ting from the School of Hotel and Tourism Management at The Hong Kong Polytechnic University.

指尖上的冒险：皇家加勒比国际邮轮案例



Source: Unsplash (2020)

背景

皇家加勒比国际邮轮公司成立于 1969 年，是世界领先的邮轮公司，航线覆盖全球 60 多个国家的超过 270 个目的地(RCI, n.d.)。公司拥有 29 艘邮轮组成的船队，并在巴哈马拥有一座私人岛屿——可可岛（该岛已连续四年被《Travel Weekly》评为头号私人岛屿目的地）。五十多年来，RCI 通过持续创新不断重新定义邮轮体验(RCI, n.d.)。

皇家加勒比应用首次发布于 2017 年，旨在通过允许客人自助办理登船手续、选择不同的抵达时间，以及领取通往客舱的数字钥匙，来最大限度地减少下客区域的拥挤并缩短排队时间(MBW,2020)。此外，该应用通过集合演习 2.0 彻底改变了安全规程，这是一项可在登船前完成的虚拟安全简报(RCI, 2021)。

与安永全球合作，皇家加勒比以“指尖上的冒险”为口号重新推出了他们的移动应用。新应用具有多项功能：供乘客发现船上活动的交互式地图；供乘客与船上的朋友或其他家庭成员聊天和分享预订或行程的虚拟聊天室；以及供乘客在购买前预览船上拍摄照片的相册功能 (RCI, n.d.)。通过个性化引擎，该应用能够追踪、学习并推荐乘客可能喜欢的活动 (EY Global, 2023)。

此外，该应用支持移动点单和船上任何餐厅的预订。订单或预订信息通过服务器直接发送给餐厅工作人员，可以实现接触最少、轻松无忧的体验。而且，根据客人输入到应用中的信息，应用会自动提醒餐厅客人可能存在的任何过敏或饮食要求 (EY Global, 2023)。这种简化的流程不仅提升了用餐体验，还确保了客人的安全感和受重视感。最后，该应用通过实时消费账户帮助客人跟踪他们在船上的开支。客人还可以查看其实时船上消费记录，提供完全透明性，帮助他们更自信地管理预算 (RCI, n.d.)。

挑战

尽管皇家加勒比应用提供了无缝且高度个性化的邮轮体验，但其与 RCI 服务的深度整合，给技术熟练度较低的客人带来了挑战。没有使用该应用的客人可能会错过更快的登船手续办理、活动预订和其他便利，从而可能引发公平性担忧。这种数字鸿沟可能会令年长或不熟悉技术的旅客感到气馁或沮丧，最终影响他们对邮轮体验的满意度。

讨论问题

1. 通过皇家加勒比应用整合技术，可能会如何影响整体客户满意度和品牌忠诚度？
2. RCI 可以采取哪些策略来确保不熟悉技术的客人仍能享受到同等水平的服务？
3. 严重依赖移动应用来提供关键宾客服务，可能会引发哪些运营挑战？
4. 可以添加哪些新功能或激励措施到皇家加勒比应用中，以进一步提升邮轮体验？

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关键词

- 邮轮
- 创新
- 移动应用
- 个性化
- 集成用户界面
- 消费监控

致谢

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指尖上的冒險：皇家加勒比國際郵輪案例



Source: Unsplash (2020)

背景

皇家加勒比國際郵輪公司成立於 1969 年，是世界領先的郵輪公司，航線覆蓋全球 60 多個國家的超過 270 個目的地 (RCI, n.d.)。公司擁有 29 艘郵輪組成的船隊，並在巴哈馬擁有一座私人島嶼——可可島（該島已連續四年被《Travel Weekly》評為頭號私人島嶼目的地）。五十多年來，RCI 透過持續創新不斷重新定義郵輪體驗 (RCI, n.d.)。

皇家加勒比應用首次發佈於 2017 年，旨在透過允許客人自助辦理登船手續、選擇不同的抵達時間，以及領取通往客艙的數位鑰匙，來最大限度地減少下客區域的擁擠並縮短排隊時間 (MBW, 2020)。此外，該應用透過集合演習 2.0 徹底改變了安全規程，這是一項可在登船前完成的虛擬安全簡報 (RCI, 2021)。

與安永全球合作，皇家加勒比以「指尖上的冒險」為口號重新推出了他們的流動應用。新應用具有多項功能：供乘客發現船上活動的交互式地圖；供乘客與船上的朋友或其他家庭成員聊天和分享預訂或行程的虛擬聊天室；以及供乘客在購買前預覽船上拍攝照片的相簿功能 (RCI, n.d.)。透過個性化引擎，該應用能夠追蹤、學習並推薦乘客可能喜歡的活動 (EY Global, 2023)。

此外，該應用支援流動點單和船上任何餐廳的預訂。訂單或預訂資訊透過伺服器直接發送給餐廳工作人員，可以實現接觸最少、輕鬆無憂的體驗。而且，根據客人輸入到應用中的資訊，應用會自動提醒餐廳客人可能存在的任何過敏或飲食要求 (EY Global, 2023)。這種簡化的流程不僅提升了用餐體驗，還確保了客人的安全感和受重視感。最後，該應用透過實時消費賬戶幫助客人追蹤他們在船上的開支。客人還可以看到其實時船上消費記錄，提供完全透明性，幫助他們更自信地管理預算 (RCI, n.d.)。

挑戰

儘管皇家加勒比應用提供了無縫且高度個性化的郵輪體驗，但其與 RCI 服務的深度整合，給技術熟練度較低的客人帶來了挑戰。沒有使用該應用的客人可能會錯過更快的登船手續辦理、活動預訂和其他便利，從而可能引發公平性擔憂。這種數位鴻溝可能會令年長或不熟悉技術的旅客感到氣餒或沮喪，最終影響他們對郵輪體驗的滿意度。

討論問題

1. 透過皇家加勒比應用整合技術，可能會如何影響整體客戶滿意度和品牌忠誠度？
2. RCI 可以採取哪些策略來確保不熟悉技術的客人仍能享受到同等水平的服務？
3. 嚴重依賴流動應用來提供關鍵賓客服務，可能會引發哪些營運挑戰？
4. 可以添加哪些新功能或激勵措施到皇家加勒比應用中，以進一步提升郵輪體驗？

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關鍵詞

- 郵輪
- 創新
- 流動應用
- 個性化
- 集成用戶介面
- 消費監控

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