

CARNIVAL VIDEO – JOHN PADGETT INTV

VIDEO TRANSCRIPT

Q Can you just give me a brief introduction? A I am John Padgett, Chief Experience and Innovation Officer for Carnival Corporation. Q So describe Carnival and its brands? A Carnival Corporation is the world's largest experience enterprise. We have over 100 ships spanning nine brands, sailing to over 740 destinations, trains, motor coaches, lodges spread across Alaska, ports, port of calls and private islands. So a global experience platform to create amazing guest experiences. Q You're all over the world everywhere. So share the transformation? How did this start? How did Carnival look at it being a candidate for something transformational like this? A Carnival Corporation through the nine brands has the world's largest fleet of cruise ships spanning over 100 – Carnival Corporation is the world's largest operator of cruise ships spanning the nine brands. And when you look at that from a global platform to create experiences and leveraging that fleet as we move forward in the world with guest demanding more personalized experiences and more simplicity in travel, it became the perfect ecosystem to take to the next level. Q So what is the Ocean Medallion? Can you describe what it is? A The Ocean Medallion is essentially a communication device. And the Ocean Medallion connects the guest persistently to the ship or any of our experience environments all the time, 100% of the time. So it allows every guest on vacation to be a part of an ecosystem that we leverage to maximize that guest experience. Q Sounds great in idea. How do you take something as simple as that and make it useful in a corporation as big as Carnival? A Well, it's very key that it not be about the Ocean Medallion. The Ocean Medallion is actually just one component of an overall strategy to deliver next level of vacation experience. So it's so important to be grounded

in strategy. And the strategy was to create more personalized vacations, that are more simple and immersive. And to do that, we felt like the Ocean Medallion was the method to create that connection. Q Perfect. So taking the plunge, they describe it, talking about it, how did they actually – how did you guys actually decide to take the plunge? Maybe this, what is the catalyst? Was there a catalyst that made this a solution the choice, like this was the best fit? Was there something? A What makes the cruise industry so ripe for this level of innovation is it actually exists in a closed ecosystem. So on that cruise ship or on our private islands, you have complete control over the experiential environment. And you also know every single individual that is participating in that environment. So it's uniquely suited to take the delivery of personalized guest experiences and eliminating the friction across an entire vacation to the next level. Q So seeing that the cruise experience was the perfect test bed or at least environment for this to happen, do you see this playing out in other guest experiences? A Absolutely. I think that when you look at progression of connected guest experiences, it essentially makes the technology disappear, that we've seen it in theme park destinations occur and that's within the berm. Now we've moved to cruise ships where we can take that level of connected and immersion and simplicity and span the globe. And so, the next logical step out of that is more into more natural environments, sure side across the world. So I can completely see it because as soon as the guest experience, next level experiences, whether they're more personal or simplified, they're going to demand that anywhere. And so, we're fortunate now though that we'll have this platform that puts the cruise vacation strategically ahead of land-based vacations for



some time. Q Biggest challenge? Biggest challenge to start this journey? A So everyone likes to talk about innovation these days and innovation is used every other word in any business discussion. But innovation itself is not a strategy. Innovation is just a method of achieving a strategy. And so, the most important element is to have that strategy perfectly clear about what you want to accomplish. And then you need to accomplish that strategy within a certain amount of time because large enterprises, those that are large enough to make the type of investment it takes to make a structural change in their business, there's a certain amount of patience involved and that window is around three to five years. And so, you need to determine what strategy you're going to pursue, what timeframe you're going to do it and then you get into actually what you're going to do. And in this case, it was create this connected ecosystem, give every guest a communication device, the Ocean Medallion to connect into the ecosystem and then provide that next level of experience to create strategic differentiation versus every one else in the space. Q Perfect stuff. And you say innovation was a buzz word. So, again, that's saying it, let's do it in plan. What is the biggest challenge that you had to overcome and physically taking the next step? A When you're making game-changing shifts in an enterprise that has performed great, you have to be very, very, very thoughtful. And there's challenges on multiple dimensions. First and foremost is to stay on strategy because when you define that strategy and define where you need to go to achieve that strategy, as soon as things get difficult, you can have a tendency to compromise or divert. And so, having the wherewithal to stay on strategy is very, very key. The second is that everyone seeks innovation because it's a very popular thing. But innovation by definition means there's going to be a lot of change that's going to happen. It's going to be changes in technology, changes in operations, changes in the actual delivery of your experience. And we know what people think about change, it's very hard to do. And so, I would say the two biggest challenges are, one, making sure that you stay on strategy and, two, is that you really think about what you're getting into as it relates to the change management and

change leadership of moving towards that strategy. Q Perfect. What are some of the expectations people typically have and how has this experience diverted from those expectations about innovation? A Well, innovation is super sexy in concept, but at the end of the day, it's a grind because you have to, again, define that strategy and then you have to achieve that strategy. And to me, the definition of innovation is doing whatever it takes to achieve that strategy. And we talk about it in context of technology so often. And with technology, everyone would suggest that technology they have to give to you because everyone's selling something all the time. But at the end of the day, you have to define what technology takes to achieve that strategy, not what someone's selling you to achieve that strategy. If it exists, you go ahead and use it. If it doesn't exist, you invent it. But the key is whatever's necessary to achieve that strategy is what innovation is to me. Q Perfect. What leadership traits are non-negotiable for managing success through innovation? A Well, from a leader of innovation standpoint, first and foremost, you have to be durable. You have to be very durable because you have to be committed to achieving that strategy. And the whole way towards that strategy or the path to achieve that strategy, there will always be methods and folks looking to divert you from that strategy. Because, once again, it involves change and as long as it's the other guy that's changing, it's okay. But when that change hits home, that's when it gets more difficult. And if you're truly guest centric in your change, the reality is you're going to impact everyone. You're going to impact the creative side of the business, you're going to impact the operational side of the business, you're going to structurally change the technical side of the business and, ultimately, you'll even change how you value your entire business. And so, when you do that, you're essentially taking on all comers. And so, if you are establishing a real game-changing strategy that's grounded in innovation, number one thing is you've got to be extremely durable because you have to be durable to be able to stay on strategy. Q Perfect. Recommendations for people in your situations who have seen what you've seen or who are about to go into



something like this endeavor, what would you recommend embarking on this journey? A Well, the first thing you have to ask yourself if you're embarking on this journey, are you really? Because once you step over that chasm, you need to achieve. And to achieve, you need senior leadership commitment and – So the first thing you need to do when you're embarking on an innovation strategy, which to me is grounded in game-changing results. And game-changing results ties to your overall strategy. And if you're going to pursue that, you have to have commitment that you're going to fulfill it. And that commitment starts actually with the CEO and the Board. Because if you do not have leadership commitment at that level, you can never survive the gamut that it takes to change the organization structurally, again, across creative dimensions, business dimensions, technical dimensions and operations. And so, it is so critical for that C-Suite to be galvanized around what you want to achieve because from that moment they say we're going to pursue this, until that vision is realized which is typically three, four and five years down the road, they're going to hear a lot of noise. And that noise is typically noise against change. And it's typically a bunch of stuff, but in its roots it's resistance to change. And so, galvanizing with your CEO, with the Board and the entire senior leadership team around that strategy, to me, is the most important ingredient before you pursue any type of innovation strategy. Q Perfect. So your partnership with Accenture, what did Accenture bring that was so unique to this strategy and innovation? A Throughout my career, I've had an enduring partnership with Accenture. Any time I've pursued an innovation strategy with a variety of different enterprises, Accenture's almost like the first call I make. And the reason is because Accenture has a breadth of capabilities and depth of capabilities spanning the globe. And the way I staff my innovation teams is not by company. It's by excellence of the individuals. So I'm going to go get the best individuals in the world, no matter who they work for, no matter where they live, to work on this strategy. And when you think about Accenture with over 450,000 people spanning the globe, that bench strength is incredible. And so, within 24 hours, I can have anyone, any place, of any discipline

working on this strategy to guarantee success. So that's what I think about when you're dealing with Accenture. Q On this journey, had there been any aha moments that kind of surprised you or that it all started to click? A I want to do a little bit more on the Accenture thing. Q Sure. Partnership with Accenture – So why Accenture? A Another reason I love Accenture to be a participant in my work is they're great thinkers and they think multi-dimensionally because Accenture itself is multi-dimensional. And so, that is very unique because they're specialists around the world, but to be able to have one call and have access to almost any specialist anywhere in the world is really quite a luxury and honestly, when you're pursuing an innovation strategy, you want to be able to dial someone up, phone a friend and have someone right on the job the next day and know that it'll work and Accenture makes that happen every single time. Q So along the journey, any aha moments, things that started clicking that this was like right? A When you're – anything game-changing, there's going to be a lot of aha moments. And you can't figure it out along the way – In any game-changing strategy, there's going to be a lot of aha moments. The way I think about it is if you're scaling Everest, you know you're going to hit the summit and you know you're going to leave basecamp and you know there's some grounding points in between, but the rest we have to figure out along the way. And that's why you need to have a great team, that team has to be vibrant, that team has to be committed to success and they have to be durable in the pursuit of that summit essentially. And I think that every day, there's an aha moment. And if from a company standpoint, back to the question of what you need to be comfortable with before pursuing an innovation agenda, is if you think you can figure it out from day one and you're planning all the steps, you're fooling yourself and you probably shouldn't get started because you're going to get paralyzed when the unexpected happens. But if you expect that this journey is filled with the unexpected events and it's the power of the team that will figure that out, then it's just cake work from then on out because you just know every problem is a challenge, you know that they're going to happen every day and, ultimately, as long as



you gain a little bit of ground every day, it's a great day. I like to quote Hank Stram, from the Kansas City Chiefs, would say matriculate the ball up the field. From my team standpoint, I don't care whether we gain one inch of ground a day, 10 feet, a mile, 26 miles, as long as you gain ground every day, you can achieve that strategy whatever it is. The key is never stop, never lose momentum and with my teams, I always drive just gain ground, gain ground, you know, lead this day a little bit further than you started no matter how much that is. Q Is it hard to lose perspective when you're in it, when you're in the middle of it, whether it's an inch or a mile? I mean is it hard? A You can lose perspective when people get – It is possible to lose perspective and to me, my drive home is when I gain my perspective out where I'm at when I'm reflecting back on the day people can't stand Miami traffic. I actually don't mind it because it gives me a chance to reset the mind for actually when I get home to get back on the phone to advance the ball a little bit further. But you can lose perspective and you lose perspective not for a bad reason. You lose perspective because people get very passionate and they'll start debating and collaborating and engaging, which are all the behaviors you want. But in the middle of that, that's a lot of noise. And if you get caught up in that space, you can get diverted off your strategy. So it's important from a leadership standpoint to step back from that. And I think that that's another thing that Accenture brings to the table is they have very mature leaders and very thoughtful leaders. And so, from a business partner standpoint, being able to like be in the middle of the ground game every single day, but then being able to step back and say, what's the bigger picture, how important is this, how do we move forward. That's why to have a great partner like Accenture works well for me. Q So customer experience, how does the Ocean Medallion impact the Carnival customer experience, enabling a more one-on-one crew guest interaction? A The Ocean Medallion, it's the apex in the travel industry or from my perspective, an entire experience in industry as it relates to delivering personalized experiences that are simple and more immersive. Because it

facilitates the guest staying engaged in the experience and not seeing the world through a three by five screen. You know, you hear so much about the mobile device as it relates to innovation. And the mobile device is certainly a component of our digital strategy and our innovation, but that's not the strategy or the element and that's why we go to the extreme of creating the Ocean Medallion because what we want is every single guest to be connected to our ecosystem. And if you think about a mobile phone, you have a variety of manufacturers, you have a variety of operating systems, all those operating systems at different releases, you have enormous amount of settings which go into the thousands of settings on each individual phone. And so, if you, as an enterprise, are trying to change every single guest experience, you can't rely on that much variability in the delivery of your overall experience. So the Ocean Medallion, yeah, probably has the same BLE radio, probably has the same NFC chip, they both have batteries, but at the end of the day, why we go through the effort of creating the Ocean Medallion is it's not technology. It has no on/off button, it has no configurations and you don't have to charge it. We just have to give it to our guest. And the reason we gift it to all guests is so all guests can participate and the reason there's no on/off button is because if there was, it would be technology. And so, our focus on experience innovation is just that. It's not a technology experiment. It's not about gadgets. It's about connecting the guest to our ecosystem, so in digital space, in physical space and in human delivery of the experience, the guest can stay engaged in that moment and not distracted by the variations that they would have on their mobile device or some setting or look at the world through a three by five screen. Look, we're a global experience enterprise, 740 destinations around the world, the last thing we want is people to be solely immersed in their mobile device. But, again, it's a key component of digital enablement. And I think that goes back to people in the innovation space get overly focused on technology being the thing. To us, the guest is the thing. The guest is the center and everything else is in support of that guest experience. Q So in the guest crew exchange or



experience, how is the medallion allowing for more one-on-one personalized experiences throughout the ship? A Yeah, so, the Ocean Medallion is just this token that the guest actually sees. And from our perspective, we want the guest to forget it as soon as they step on the ship. It's not the center of our world. It's the element that connects that guest to our ecosystem. Our ecosystem has over 7,000 sensors – Our ecosystem on the ship has over 7,000 sensors, 4,000 portals, a huge computing stack, connectivity – persistent connectivity through satellites to the cloud, all synchronized across the globe, all in an effort to deliver that amazing guest experience because we want that technology to be embedded and essentially disappear from a guest standpoint because we think the ultimate manifestation of technology is no technology at all. And that's what we want. We want guests to thoroughly be focused on the guest experience. And businesses lose sight of that all the time because they all – you know, everyone reads what's hot that particular day, everyone wants to say they have that hot thing, but the guests didn't care from a business standpoint. The guest compares about maximizing their vacation experience and we think the formula to do that is through increasing the personalization, decreasing the friction and creating relationships along the way. Q Can you do that last bit one more time because you said the guest compares. And I don't think that's the word you wanted to use. So basically, at the end of the day, the guest – that piece? A It's so often corporations, enterprises, especially in the innovation space, they want to talk about that latest technology that happen to be posted on the web or they read or another business partner had told them about them and you start chasing those things, which typically end up being at best science experiments. We always go back to being focused on our strategy. And our focus from a strategy standpoint is put the guest at the center and leverage our scale. And that's what we're doing with our experience platform because the guest doesn't care about the technology. The guest is on vacation. So our emphasis is maximizing the value of the vacation experience to the guest. We do that by increasing the personalization, so it feels more valuable to them as an individual, reducing the friction, so they can consume more experiences

and then creating relationships between the guest and our crew and the guest and the guest, so then there's an enduring commitment to our brands and we get the repeat vacation experience. So by increasing that personalization, decreasing the friction, creating relationships, we maximize the value for everyone. We maximize the value for the guest and we ultimately maximize the value to our shareholder. Q So in providing this service to the guest, how do you handle the challenges with data security? The most core about data security for our guest? A So it's very, very interesting as it relates to the space of data security. From our standpoint – So in a connected ecosystem, obviously, you're creating millions, if not billions of data points a week. We will know more in one single sailing of our ships than we would have known about the entire cruise industry in the whole life of the company. That's how transformative a connected ecosystem is because where it's a guest experience project in strategy, it is ultimately a transformation of delivering personalized experiences informed by intelligence. Our intelligence strategy is very unique because there's this notion of big data and everyone's into bit data. From my standpoint, big data in business intelligence doesn't always help the guest because the information is collected through some connectivity throughout your experience that goes to some kind of data scientist. And if you don't have a data scientist, you're not cool, but everyone will have the teams of data scientists, which then will study that data, create recommendations that may be implemented in your operation and may impact one of your consumers or a guest in the future. We decided to change the game on that and that's why we call it experience intelligence. And that is the basis for this connected ecosystem and our edge computing because we will have every guest connected to our ecosystem and we want the agreement with our guests to be if you remain connected with us, we deliver you a greater guest experience in that moment, in that second and that's the game-changing element. Because when guests know they're benefitting through the connection with you, they're going to want to do it every single time. And they do because they're focused on maximizing the value of their overall guest experience and that's



very unique. Now, when you do that and literally creating billions of records a week, you have to take extreme effort to protect and secure that information. But that's very different from a traditional security practice because if you talk with a traditional data security individual, they're going to say minimize and suppress and eliminate. Well, that's the antithesis to delivering personalized guest experiences. And so, we're at this unique space in the world that no one has really figured out which is the guest is demanding more personalization in their guest experiences, while also demanding that you protect their privacy and their data in that commitment to you. From my standpoint, that's what's ultimately going to separate us in the travel industry and the broader experience world because it's the brands that you can trust to deliver both the personalized experience, but protect your information just as it is their own or their own bank account. So to me, guest experience information is equivalent to the money in my own personal checking account. And I certainly want to treat the guest as my guest and I protect their information at that same level. So it's doing everything reasonably possible to protect that information because it becomes fundamental through your future business model. Because if you break that relationship with the guest because you were not responsible in protecting their information, you're not going to have the opportunity to deliver them a personalized experience in the future. So it's that balance in today's world that we need to navigate through. It's quite a dilemma. Q And I know our security team is going – because that is challenge, right? You want to give that experience you have the data, but you're stewards of the data. A When it comes to protection of your guest information, it's about doing what you should do, not doing what you have to do as well. Because in the world of regulation which, quite honestly, some of our largest enterprises in the world either – Q I think where it's going is good if you could just keep it generic. A When you think about protecting your guest data, it's very important to do what you should do, not what you have to do. Regulation is fundamental to all industries and, of course, you need to meet those regulations. But how you do it in a way that is what you should do for your

guests? And that's how we put the guest at the center, our term guest centricity, because we think not only about the business, not only about the tech, not only about the operation, not only about the crew and team members themselves and business processes, but also security and privacy as a function of that guest experience. When you think about the Ocean Medallion, it's very, very interesting too is that so often people would view innovation and the collection of information as riskier than the previous world. Well, actually, it's quite the opposite. Because in the non-digital space, your information exists on paper, it's not encrypted, it's not tokenized, it's not abstracted. And in the cruise industry, it's quite honestly, it's worn on a placard card that has all of your information on it. And so, it's really important that those who are innovating in this space and innovating to deliver better experiences with connectivity driven by intelligence, to be extreme stewards, so you don't lose that opportunity. Because from a consumer perception standpoint, they view that as the risk area, but the real risk area is in the way so many of our travel businesses have worked historically where there's no way to do all the techniques that are used in the digital space to protect individual's information. Q So this question is how has your customers high level of trust enabled Carnival to innovate new growth? A The Carnival Corporation with our nine brands have incredible loyalty amongst our guests and the guests sail with us year in and year out. And because of that with Princess Cruises, with the Ocean Medallion, even in its first sailing, we had over 99.5% engagement in our ecosystem in utilization of the Ocean Medallion. So when you think about fundamentally shifting how guest experience your vacation, and in one sailing move from zero to 99.5% engaged in the new model, it's a huge success. But it's not necessarily a success because the Ocean Medallion is that special, it's a success because the guest trusted you to engage with you because they understood you were there to maximize their overall vacation experience. Q So take that situation for other brands, what's important leveraging that already built-in trust with the consumer to innovate, give them something different? A I think it's so important in today's world to be genuine in your



focus. If you're not really pursuing a strategy to improve your guest experience or to advance the overall experience and it's really for another purpose, the guest is going to see right through it. So be if you are shifting to a guest or a consumer mindset, you need to be very genuine in that decision. And when you start putting the guest or the consumer at the center of your decisions, be genuine in how you make those decisions, whether it's in the business side or the tech side, OP side or even in the creative and communications side, 'cause you can't fool anyone these days. And it's very key for us is that we were genuine in that focus. Our CEO, Arnold Donald, is genuine in his focus and it allows us to make sure that all decisions are focused on that guest which leads to a real clear vision on your strategy. Q How will the ability to personalize vacations at scale change the growth strategy come hand in hand? A In the cruise industry since the real roots of the industry back in the early 70s, cruise ships have become larger and larger and larger. And they've become larger for two reasons. One is the guest always demanding more experiential content on those ships, but also because ships become more efficient because they're leveraging that platform from an energy standpoint and a crew member delivery standpoint to deliver more experiences to more people. So it's a win win. The dark side of that model is with scale and you get more and more crowds of people in larger and larger groups. And there's just certain dynamics that exist in the world when you have large number of folks. And so, to be able to actually take the largest platform in the world and begin to deliver personalization and simplicity that is most reserved for the most elite vacations, whether its small cruise ships or small personalized vacation experience that have – Q Yeah, pick it up from there. A So when you think about a cruise ship at scale with over 3,000 guests and a couple thousand crew members to be able to deliver personalization that could previously only be delivered at a small scale on some of the smaller yacht class cruise ships or very boutique style land-based vacations, but you can do that at scale, you've just created value. And you created value both for the guest and the enterprise because you essentially democratized elite level guest service. And so many

innovations in industry today when you step back from them are about exposing higher levels of experiences, higher level of services, at lower price points. Think about Uber, as an example. Previous to Uber, you would to order up a black car service. You would have either been a business player or some kind of celebrity. But now think about it, within five minutes, pretty much anywhere in the world, definitely anywhere in the domestic U.S., you can dial up an Uber and have town car service at an affordable price. So just not access to the service, but it's access at an affordable price that you can get once you establish a scale platform like a cruise ship. That's what makes it so exciting. So we inverted that. That's the game-changer of delivering personalization at scale and that's what we can do with the ship. Q Do you see future? Because currently what's the future look like as far as building out as far as ships that's 10 years out. Now working this in conjunction with designing experiences, how has that changed the way you're projecting? A So our experience platform is clearly shifting the way we think about cruise ships in the future because cruise ships up until now have been somewhat like feature phones, where when a feature phone or a Motorola Razr came out of the factory and was delivered to you from a consumer standpoint, it was what it was. It was not personalized to you and the features it came with are the features it has for the next – for the entire use. And with a cruise ship, you're thinking about use of 10, 20, 30 years. And now we more look at our ship as a platform that we use our experience platform as a software layer across that entire physical platform. So then the experiences on top of that can be more personal and easier to access, which goes back to the core strategy. So the ship becomes more a platform for enablement of experiences than a celebration of the physical space that delivers experiences. And that's a game-changer because in the cruise world, you're always focused on that new ship and what's that new venue and what's that cool new thing, but it's not that new and not that cool for not that long. Q Staying more competitive, how would this help Carnival be more competitive with guest data, using guest data to be ahead of the curve? A So with our experience platform, it makes us much more agile – With our experience platform now on ships, we had that software abstraction layer



from that physical ship. And with all the fundamentals taken care of, it allows us to accelerate new experience development because as opposed to looking at each experience as a vertical, it starts at the consumer and goes all the way down into the deepest bowels of your technology infrastructure or your physical ship. We now can take that all up a layer and just innovate with the guest on the edge because all the fundamentals exist persistently with our platform. The guest connectivity is there. Their identity is aware. All those fundamental components exist, which allows us to pick up our pace and we see that it's that pace that will accelerate us and separate us from the field moving forward. Q A personalization is another term thrown around by many, but executed by few. Why is that? Why personalization is a nice talking point? A Personalization is only second to the term innovation in pop culture of business these days. And to us, personalization is not a name on an email that is sent to you or a text. To us, personalization is all about delivering whatever you need, want and desire in ways that you cannot expect. And that's the secret, kind of not so secret behind the Ocean Medallion which is by connecting you, as an individual, to us in our experience platform. We can deliver on your needs, wants and desires, without you even having to ask and we think that surprise and delight, that persistent focus is a huge game-changer. Q The guest gnome and we've seen it going, how does it maintain magical? A When you think about personalization in experiences, the old way to do it was there was some marketing profile of your consumer and that profile essentially stereotyped that consumer which becomes our guest throughout their vacation experience and then creates this method to offer and sell the guest additional goods based on that profile or what I would call a stereotype. We approach that completely different because we believe that different individuals can have different personas in their vacation and across multiple vacations because I, myself, may be traveling with my wife for a kind of a couples vacation. We may travel with our kids for a family vacation. We may travel with our college friends for some kind of reunion or

multi-generational travel. On those vacations, every time my persona's going to change based on the group I'm with. And what we want to do is not stereotype individuals based on a static marketing profile, but we want to be able to evolve in real time to deliver that personalization on the edge based on the persona that I am at this minute in time. I could even be on a single vacation and be multiple personas based on the different venues that we'd be participating in. And so, all that leads to personalization is much larger now than an innovation buzz word. It really is a concept that will become the art of experienced delivery. And the way we do it is to make sure that we can evolve with you in real time, so it's truly personalized to you. Q How do you walk the line between magical, wow, that's amazing and, wow, they kind of know too much about me? A So in this connected guest experience space, way too often I hear the term it's creepy. But that actually is from people who aren't participating because the connectivity of a guest, as long as you're genuinely delivering them a better vacation experience and you are genuinely maximizing the value of their time, then it's not creepy at all. So I can't stand the term creepy. I don't even like any of that. Q I think it's the idea, the fear, it's then really actually participating in it that you actually see the benefits that it offers? How do you walk that line 'cause I think it's as long from the guest perspective, how do you make sure it's magical and always on the positive side? A So in delivering a personalized experience with this connectivity, it's so critical not actually to get programmatic, systematic or technical actually in your delivery. You need the technology and you need your platform, but that's when the art of the experience delivery comes into play. And that's why the human experience is so fundamental in our overall guest experience because that human connection is unique every single time. So our focus is to make sure those human interactions are special and we give our team members and crew members the latitude to create special moments with each and every guest, so that personalization is genuine, not programmatic or systematic. Q What's the coolest aspect of the newly designed passenger experience? What's the coolest thing that you



think that you get excited about in your opinion?
A So the coolest thing about the passenger experience from my perspective is that we've taken an experience and we haven't changed it, we've enhanced it. So every aspect that the guest actually loved before and that's the reason why the cruise ships were full before, so why would you mess that up. But amplifying that in a way that takes it to the next level with the guest, but doesn't fundamentally change the brand that they were already choosing to participate in is the coolest thing. So to put in an entire platform, connect 99.5% of your guests to that platform and that brand still express itself in the way it was intended to be expressed, I think is the coolest element. Now there are certain features that are unbelievable. Oceanelle, for example, is killer. So to think about a cruise ship, historically, you've moved large volumes of people around a mega ship, which is essentially a city, so they could get different services, whether that's a food and beverage or whether that's entertainment in nature. But now, with on demand services in Oceanelle, a guest can stroll across the ship say, hey, I want my favorite drink, hit a button on their mobile device and the drink shows up right to that particular spot. So the notion of on demand guest service taken to the next level is no doubt the coolest element. Q The last one, what's your view on the role of modern technology and the guest experience? A So I think the role of modern technology in the guest experience is actually no technology at all. And so, the ultimate manifestation of the greatest technical work should be technology that disappears because that's not the reason the guest is on vacation. So judge your success by it not being viewed as technology. If you're there explaining technology to your guest or explaining technology to the consumer, you probably failed in the delivery of your guest experience.

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