



ROYAL SEA CRUISES

• Your Adventure Awaits•

**REQUEST FOR PROPOSAL (RFP)
to Optimize the Employee Experience**

PROPOSAL DUE DATE: DECEMBER 6, 2019

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Royal Sea Cruises Introduction

Company History

Royal Sea Cruises was founded in 1992 as a joint venture between Imaginary Resort Holdings LLC and a private investment firm, the R. S. Teele Group. The goal of this venture was to create an upscale global cruise line that began with a portfolio of two leased ships, the SS Oceanic and the TSS Mardi Gras. Both have since retired.

In 1998, Royal Sea became an independent, privately-owned company after it was acquired by billionaire, Stephan S. Jones. Known for investing in high-end travel companies and communications and technology ventures, Jones invested over \$175 million toward refitting and updating each ship to meet the demands of the high-end cruise market. This investment led to the introduction of a combination of new builds and acquired ships.

In the years that followed, Royal Sea set out to create a framework for innovation with an emphasis on optimizing the guest experience. Royal Sea upgraded its legacy systems and implemented a comprehensive solution around ship-to-shore communication, bandwidth upgrades, and data storage optimization. All guests were equipped with a mobile application, called “SeaExperience,” for onboard updates and interactive touch screen kiosks for activity exploration across the fleet. These enhancements differentiated Royal Sea from its competitors and paved the way for the shift toward a more data-centric organization.

Dennis A. Trinkle was appointed CEO of Royal Sea Cruises in 2017. His approach centered around machine learning and data analytics, making big data capabilities a company priority with the introduction of Salesforce.com as the new Royal Sea Customer Relationship Management (CRM) platform. This would soon maximize Royal Sea guest satisfaction through data consolidation, communication history, and customer loyalty. These new technologies proved critical to personalizing the guest experience, fostering loyalty among Royal Sea guests, and driving business growth.

Current Initiatives

In 2019, Royal Sea cruises divested the resort holding business, selling off its 4 resorts to ICS Vacations International (ICSVI). While Royal Sea will continue to partner with ICSVI to offer guests a combined experience, the intent is to grow the luxury cruise business with a goal of doubling the fleet capacity by 2025. In July of this year, Royal Sea signed a contract for two newbuild ships, “Project Latitude,” with an option for three more Latitude ships. This new Latitude class of 78,000-ton ships will be LNG-powered with a capacity of 1500–1600 guests. The first two ships are scheduled for delivery in May 2021 and January 2022. Apart from “Project Latitude,” Royal Sea completed the purchase of two additional ships from a competitor in August of this year. Each of these ships are identical to Crown of the Pacific and will be named Crown of the Americas and Crown of the Seasons.

In addition to increasing fleet capacity, Royal Sea’s FY20 vision is to centralize workflow and maximize efficiency by optimizing the employee experience. The newly introduced “SeaExperience” application and overall digital transformation that Royal Sea has undergone in recent years to enhance guest satisfaction must be met with increased employee engagement.

To do just that, Royal Sea is seeking recommendations to adopt a unified communications and collaboration platform (UCC). Royal Sea’s internal organization is currently equipped with Microsoft Office 365 ProPlus. The applications utilized today include Outlook, OneDrive, Word, Excel, and PowerPoint. Royal Sea believes a UCC will not only improve accessibility across devices and locations but will enhance productivity and the overall employee user experience. A streamlined communication channel, scheduling, video conferencing, and file sharing are all critical aspects to the success of Royal Sea. In addition to UCC technology, Royal Sea welcomes any recommendations around third-party collaboration applications that will streamline employee and/or customer interaction methods.

Royal Sea Cruises Organization

Fleet

Royal Sea has 8 ships. The cruise line offers its guests a unique, all-inclusive vacation on land and sea, ranging from a 7-day to 3-week stay. The cruise line offerings include two annual world cruises and seasonal cruises in the Caribbean, Panama Canal, Alaska, the Mediterranean, Southeast Asia, and Australia. Royal Sea offers specialty cruises in the fall and spring to the Eastern U.S., Canada, and the Mexican Riviera.

#	Cruise Ship	# of Guests	# of Crew Members	Build (year)	Weight (tons)
1	<i>Crown of the Pacific</i>	680	375	2000	30,275
2	<i>Crown of the Americas (NEW)</i>	680	375	2001	30,275
3	<i>Crown of the Seasons (NEW)</i>	680	375	2002	30,275
4	<i>Crown of the South</i>	405	285	2004	28,250
5	<i>Crown of the Mediterranean</i>	1050	660	2008	68,900
6	<i>Crown of the Caribbean</i>	1050	640	2012	69,500
7	<i>Crown of the Atlantic</i>	1150	650	2016	68,000
8	<i>Crown of the Arctic</i>	1150	650	2018	68,000

Headquarters

Royal Sea Cruises is headquartered in Fort Lauderdale, Florida with a global employee population of 6450 associates and crew. This includes call center staff, corporate functions, shipside services, and onboard crew. Royal Sea headquarters manages 6 regional offices (with 25-30 associates each) in Miami, San Juan, Hong Kong, Singapore, London, and Rome.

The table below outlines the employees and devices by function.

Function	Associates / Crew	Laptops	Desktops	Mobile Devices
Onboard	4,100	250	600	1600
Corporate	1800	400	1400	1200
Remote Site	150	100	50	150
Call Center	400	100	300	100
Check-in Kiosks (Average 100 per ship)	NA	800	25	NA
Totals*	6450	1650	2375	3050
<i>*Numbers are estimated and will be validated with vendor during Due Diligence</i>				

Royal Sea IT Environment

Shoreside IT Overview

Currently, the roles of the Royal Sea IT department staff members, including Shipboard Systems Managers, Computer Systems Hardware Technicians, and Internet Managers, center around onboard computer system operation and maintenance excluding navigation and propulsion. This involves responsibility of hardware and software systems (applications), troubleshooting, incident management, security, patching and upgrading, and general technical support. IT supports the digital initiatives including the “SeaExperience” application suite.

Shipside IT Overview

The shipside IT staff is responsible for all onboard technology (Network, Wi-Fi, telephony, POS, TVs, video, data center, servers and connectivity) as well as deskside support for the customers and crew. They are required to support global associates including deck crew, entertainment and cruise staff, cooks and servers, cabin attendants, officers, and the maintenance crew. The shipside support personnel are vital to the daily technical operations of the cruise ship. The shipside staff is also responsible for “SeaExperience” hardware support on the ships.

Desktop / End User Services and Support

Royal Sea’s enterprise end users are equipped in four ways: Dell and HP Laptops, Dell and HP Desktops, Kiosks, and Mobile Devices. Approximately 2375 Dell and HP desktops are deployed within the call centers, corporate environment, and some shipside services. Dell and HP Laptops support the field sales teams, corporate users, guest check-in kiosks (at ports) and shipside users who require mobility (approx. 1650). Kiosks are provided for guests and primary onboard crew members (approx. 200). Additionally, there are approximately 3050 mobile devices in the environment (iPad, iPhone, Android). Royal Sea has an established program with both Dell and HP with equipment refreshes every 3-4 years. The point-of-sale systems are provided through a contract with MICROS and are considered out of scope.

IT & Guest Service Desk

Royal Sea’s IT Service Desk supports both end users and guests using the “SeaExperience” application suite. The 24-hour level-1 Service Desk utilizes ServiceNow as the primary ITSM

solution. The Service Desk provides multi-language support in English, Spanish, Mandarin, and French. If a technician is required to physically touch a device, they are dispatched via the Service Management team. Shiplside support is provided by the onboard team discussed above.

Enterprise Data Centers / Data Management/ Backup and DR

Royal Sea's innovative efforts to equip each ship with new technologies required an updated data storage solution to allow guests and crew access to ship information from any location. Royal Sea has implemented Microsoft Azure as its cloud-based solution for compute and data storage. Excluding critical business applications, which are housed within our data center (SAP and several supporting applications), most of our applications and data are hosted in Azure.

Azure US East is our primary site and Azure West is our backup. Since implementation of a hybrid cloud, Royal Sea has experienced significant cost savings. Royal Sea has completed the deployment of Azure Stack to the entire fleet.

Shoreside Network

The shoreside infrastructure is a Cisco-based environment with a Gigabyte Ethernet backbone. Remote sites are connected via Ethernet circuits provided through our primary and secondary telecommunications providers. Core sites (HQ, Reservations, Operations Center) sit on the Gigabyte Ethernet backbone. The data centers use ExpressRoute for connectivity to Azure. Our satellite providers have dedicated Gigabyte Ethernet connections to the Royal Sea data center.

Shiplside Network

The shiplboard networks have been upgraded to a Cisco based WIFI environment with an average of 1500 access points located throughout the ships. This network supports the "SeaExperience" application suite, crew applications, point of sale systems, and crew workflow management systems. The propulsion and navigations systems run on a dedicated network that is not within the scope of this RFP.

The shiplside networks are designed to be standalone at sea. Shiplboard connectivity is provided through two redundant third-party satellite links to the Royal Sea data center. Additionally, some ships operating in the Caribbean and North American regions are equipped with terrestrial point-to-point systems provided through several third-party providers. Generally, the ships are in range and online 87% of the time.

Enterprise Voice Services

Each ship hosts its own VoIP Cisco-based telephone system. The system supports over 1500 wired and wireless IP phones found onboard each vessel. The primary call managers for enterprise shoreside are located within the data centers as well as the ship board phone call managers. The reservation centers host their own IP Contact Center equipment.

Monitoring and Analytics

Monitoring of the data center, network, and application suite are primarily provided through a combination of native Azure tools, SolarWinds, AppDynamics and Splunk. The ITSM and CMDB is built upon a customized ServiceNow solution.

Request for Proposal

Royal Sea Cruises is seeking responses to this RFP entitled “Optimizing the Employee Experience” from qualified vendors that have demonstrated the ability to design, plan, and execute this transition and upgrade. Royal Sea previously conducted an assessment that determined the requested project is feasible within our current budget. Each responding bidder is to submit a proposal that delivers a solution aimed toward redefining the Royal Sea employee experience. Each responding vendor must provide a response that incorporates the following information:

1. A unified communications and collaboration (UCC) solution for Royal Sea shoreside and shipside employees that meets or exceeds requirements.
2. A demonstration of UCC platform capabilities that includes workplace chat, video meetings, file storage (including file sharing/collaboration), application integration, and more. Respondents should be prepared to discuss “day in the life” scenarios to help Royal Sea understand the value of the solution.
3. Recommendations of embedding third-party collaboration applications.
4. A fleet-wide/corporate-wide deployment schedule and timeline that does not exceed 12 months. Respondents should explain how the systems will be deployed to minimize impacts on revenue and operations.
5. A solution for managing and hosting the environment within the current Royal Sea core infrastructure. Respondents should articulate the impact on the current environment and expectations for additional compute and storage to support the proposed solution.
6. A proposed plan for rolling out the solution including end user training and on-going support of the integrated solution for a duration of 60 months.
7. Respondent pricing should include the costs to design, build, deploy and provide level 1.5 - level 3 run support. Royal Sea’s current provider will continue to support the data center and cloud environments.
8. Respondents should be prepared to discuss their assumptions and dependencies on Royal Sea personnel and crew.
9. Respondents should be prepared to provide reference accounts and case studies to support the proposed solution.

10. Respondents should be prepared to discuss the technical background of the solution that outlines the impact on Royal Sea’s current environment.

RFP Response Guidelines

The winning bidder will demonstrate an understanding of what Royal Sea Cruises is requesting and how technology can play a crucial role in enhancing the employee experience.

- Be creative and present an end-to-end solution that addresses all RFP requirements.
- Be innovative and provide a WOW factor.

Consider the following:

- What is the proposed work plan that will accomplish the requested work?
- How will you staff the program?
- What challenges lie ahead?
- What are your expectations of Royal Sea?
- Why are you the perfect partner for Royal Sea?
- How will you minimize the impact on Royal Sea’s revenue operations?
- How will you provide ongoing support?
- What experience do you have with your proposed solution?

Written Submission

- Follow the ICS 601 guidelines related to paper length and formatting.
- Provide one copy of the written presentation to Dr. Steele (to meet ICS 601 class assignment) during Friday morning’s assembly prior to bidder presentations.
- Please direct any questions on written submission to Dr. Steele.

Please Note: Do not reach out directly to vendors or businesses when building the solution. All information required for the solution can be answered online, through textbooks, or personal knowledge. During your Solution Review Session on Thursday, members of the Accenture team will act as your consulting team’s leadership to answer any additional questions.

Oral Presentation

Below are the guidelines for the RFP response oral presentations:

- 15-minute presentation time and 5-10 minutes of Q&A.
- Manage your presentation and show the value that your company provides.
- Address the topics that are important to the client and answer the RFP questions.