

What are Carnival's problems?

Carnival had no concerted program for attracting repeat guests. Carnival stores a lot of data with little investment into BI. They rely on travel agents and mass communication to attract customers.

What evidence supports your claim?

They have no CRM system. They do not really offer much if any benefits to repeat customers. They have inconsistencies with data from intermediaries booking cruises.

What solutions do you recommend?

They should implement their own CRM solution. This CRM solution will be the beginning of a better BI system. The data from the CRM system will fit their standards and will have more reliable, cleaner data.

What evidence supports your solutions?

They have 120-150 Clients(PC + POS terminals) per ship that can act as entry points for the data. They have about 16 servers per ship. The servers can send the data to a satellite which will forward the captured information to a data center online for analysis. They have the infrastructure to do it (see Exhibit 8).