**Royal Caribbean Group Muster 2.0**

**Introduction**

Royal Caribbean Group’s reimagined safety briefing takes a whole new stance on the marine safety requirement. It dares to look at the requirement through an expanded lense - taking into account not only our highest priority, which is safety at sea, but also the guest experience and more with an approach that solves for time, space and convenience.

The independent nature of the reimagined guest safety briefing allowed us to extend the window of participation to four hours and - crucially, as the cruise industry adapted their policies to the demands of COVID-19 - avoid the crowded, elbow-to-elbow gatherings that characterized the briefing’s historical process. This offers our guests the opportunity to learn important requirements for safety at sea quicker, in a way that drives increased retention of key lessons, is more accessible and relatable through an approach that offers closer engagement with important content, social distancing… all done in just a few minutes on the guests’ time.

We call it a shift from one-to-many to one-to few, and an onboard technology lift allows us to track real-time briefing completion rates and send guests smartphone notifications reminding them of the requirement to complete the safety briefing before the ship sails.

**Strategic Objectives & Scope of Project**

The guest safety briefing (muster drill) that begins every cruise is an important institution that educates guests on how to behave during emergencies.

In its original form, the drill closes all onboard venues as large groups of guests are called to meeting points to review the safety requirements and processes.

In mid-2019, we reimagined the guest safety briefing experience to eliminate singular, mandatory meeting times, eliminate crowding and return the first day of the cruise back to the guest.

Muster 2.0 sought to:

1. Improve guest safety awareness
2. Introduce a more efficient, less-crowded guest safety briefing
3. Provide additional real-world emergency training scenarios and streamlined tools to our crew.

To accomplish those goals, we redesigned the guest safety drill to:

* Make guest safety information easily available via the mobile app and stateroom televisions.
* Eliminate crowding by replacing the static meeting time with a four- to five-hour window during which guests can verify completion of briefing requirements.
* Increase guest and crew satisfaction by encouraging individual and small group interaction.
* Bolster crew training by implementing emergency training scenarios and adding a new crew skills assessment tool.

**Implementation Process & Timeline**

**Implementation Process**

At RCG, inspiration is guided by process, and our innovation framework adheres to key steps:

* **Concept Development and Design:** We analyzed the guest safety briefing from the guest, crew, and safety team perspective to gain insights that helped our design process.
* **Touchpoints with Regulators:** We spoke to Port State Control, Flag and Class Maritime Authorities about our ideas and maintained consistent touchpoints every step of the journey.
* **Risk Assessment/Gap Analysis:** Once we developed our hypothesis, we were ready to test our assumptions. At our request, the respected classification society DNV GL performed a gap analysis to identify risks to operations or compliance with SOLAS (Maritime Law). No gaps were identified.
* **Make, Show, Learn:** We tested our concepts and experimented with new ideas, and allowed time for modifications that improved customer satisfaction and safety. Testing led to insight that enhanced the overall product.

**Timeline**

* June 2020: Delivered detailed program proposals seeking formal recognition and concurrence that the new 2.0 process met SOLAS requirements (III/8 & III/19).
* July 2020:
	+ Received regulatory approval from Maritime Authorities.
	+ Muster 2.0 patent granted in all major markets and flag states.
* June-September 2020: Initiated program development meetings with ship and operations teams and developed new process, crew training and guest communications plans.
* September-November 2020: Muster 2.0 successfully deployed to four ships.
* January 2021 to present: Deployment to remaining ships as the company returns to service.

**Project Challenge, Creative Tools, & Organizational Development**

Muster 2.0 is an enterprise-wide project that impacts all of our guests and more than 80% of our crew that required collaboration across all business functions and departments to ensure adequate project alignment, funding, and sponsorship.

Elements of that collaboration included:

* **New Creative Tools:** A new safety screen available on iOS and Android mobile app platforms for both the Royal Caribbean and Celebrity Cruises brands, comprised of:
	+ A guest safety briefing landing screen
	+ A briefing countdown that informed guests of their briefing window
	+ A three-step educational component with life jacket instructional and general safety videos, audio of the emergency signal, muster station map
	+ In-app and push notifications alerting guests of briefing deadlines
	+ Deep-linked event added to all guest calendars
	+ A dynamic guest status report for our Housekeeping crew to encourage guests to complete their briefing
	+ Medical facility information regarding where to call in case of emergency with a map to the onboard clinic
	+ Instructions for kids including an age-appropriate video featuring characters from our Adventure OceanTM youth program
	+ Stateroom myTV safety screens identical to mobile app flow
* **Ship System Enhancements**:
	+ Addition of guest SRM (Safety Requirements Met) flag status shipboard muster system, to alert crew of guests who have not completed the briefing
	+ TIBCO middleware and muster management tool development to connect the endpoints and frontend UI so crew can set and adjust the briefing window
	+ Point-of-sale system bolstered with messaging that displays during purchases for guests who haven’t completed the briefing
* **Organizational Development:** We formed a cross-functional task force with representation from key shoreside business departments and shipboard divisions across brands to identify operations that would be impacted by Muster 2.0, resulting in the:
	+ Development of a new operational SOP
	+ Creation and launch of two new interactive computer training modules
	+ In-house production of a new safety video in ten languages
	+ Creation of a new go-to-market and guest communications tool kit, including guest emails, terminal signage, and onboard digital communications

**Project Impact & Customer Benefit**

Muster 2.0 accomplished all of its intended objectives and is responsible for many notable achievements:

* **Significant time savings for guests:** The new guest safety briefing requires only five to 10 minutes on average per guest (an 80% improvement), down from the one hour the historical briefing consumed.
* **Increased guest convenience:** The new guest safety briefing allows all shipboard operations to remain open.
* **Improved safety knowledge:** The traditional industry guest muster drill did not assess how well the guests understood or retained critical safety information. Our new process surveys guests via the mobile app and, to date, 91% of our guests said they feel prepared in the event of an emergency.
* **Guest satisfaction:** To date, 84% of our guests prefer the new guest safety briefing to its predecessor.
* **Industry recognition and collaboration:** Muster 2.0 is patented and licensed, and available to other cruise lines for industry adoption.

**Business Results**

The project’s strategic business results were not financial. We wanted to improve guest safety and align the guest safety briefing with processes updated with respect to COVID-19.

As delineated in the previous section, guests consider Muster 2.0 a better way to obtain and retain crucial safety information while improving social distancing efforts compelled by the pandemic.

To-date, this new innovation has been instrumental in allowing 27 ships wholly or partially owned by RCG to successfully return to service.