Assignment 2:

Internal Environment Analysis  
Section Submissions Due Wed. March 10th

Assignment Due Sunday March 14th!

Below are the sections that have been assigned to everyone via the ZOOM Meeting.  
**\*IMPORTANT\*** - *Make sure you have* ***in-text citations*** *to back up your information. This report is not opinion based but facts. Those facts must be cited properly throughout the report.*  
**Section 1 - Overview (1-2 paragraphs):** Cherika  
**Section 2 - RBV Analysis (3-4 paragraphs):** Adip and Jacob  
**Section 3 - Value Chain Analysis (3-4paragraphs):** Josh  
**Section 4 Future Outlook & Conclusion (2-3 paragraphs):** Viviani  
**Section 5 (References):** Everyone - please make sure your sources are cited in APA format.

**Graphs:** *Have at least one visual representation of your information. A graph or table of some sort.*

**\*Everyone is required to look over the final report to ensure that your section meets the professors expectations.**

**Please reference the Assignment 2 template on CANVAS so you know what your section requires.**

Internal Analysis: Royal Caribbean International

MKTG 4940 - Group 4

Viviani Cruz

Joshua Harrelson

Adip Shelly

Jacob Springer

Cherika Ward

1. OVERVIEW - Cherika
2. RESOURCE BASED VIEW (RBV) ANALYSIS - **Jacob and Adip**

In 2020, Royal Caribbean International (RCL) reported $10.95 billion annual revenue, $1.91 billion net income, and over $30.32 billion assets. 24 ships operate 4 cruise lines it fully owns. RCL shared two new technologies with the CDC. First, “Muster 2.0 -- otherwise known as ‘e-mustering’ -- ...helps to keep large groups...from congregating for what, previously, was an in-person safety drill,” explains president and CEO, Michael Bayley. They now watch briefings by cell phone and report to the crew who verifies completion. Bayley then discussed the second innovation -- contact tracing. He said “a Tracelet...each guest wears, and you can tell exactly how long they’ve been in contact with everybody else who’s wearing a Tracelet. Then,...artificial intelligence connected into...CCTV cameras that use facial and body recognition...double check and verify contact tracing” Staffing’s two components, hotel and marine, are further split into various departments, employing roughly 77,000 onboard in 2019. Reputation to drive innovation at sea and redefine cruise vacations has been strong since launching in 1969. Onboard, it has debuted countless “firsts” -- including ice skating, rock climbing and surfing at sea.

Capabilities are financial dominance, crew size per ship, and technological leadership. With industry-wide revenue expected to show an annual growth rate of 18.98%, we can project RCL’s 2021 revenue to roughly $13.03 billion. The Cruises segment is projected to reach US$16,821m in 2021. Thus, we can estimate that RCL will earn about 77% of its entire segment’s revenue in 2021. At $1.91 billion net income, RCL towered over top competitors in 2020, such as Carnival Corporation who recorded a net loss of over $10 billion. Dwarfing others in total assets, RCL’s were valued at over $30.32 billion, while Norwegian Cruise Line reported only $17.4 billion in September 2020. While Carnival employs 100,000 shipboard staff, operating 104 ships at roughly 962 crew members per ship, RCL provides about 3,208 members per ship, more than triple that of Carnival to provide the best service. And finally, working closely with the CDC, it leads the industry in technology preventing the spread of COVID-19.

1. VALUE CHAIN ANALYSIS- Josh
2. FUTURE OUTLOOK & CONCLUSION - Viviani

References

*Case Study: Royal Caribbean International* [PDF]. (2021, January).

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Norwegian cruise LINE Holdings total Assets (Quarterly):. (n.d.). Retrieved March 06, 2021, from <https://ycharts.com/companies/NCLH/assets>

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<https://en.wikipedia.org/wiki/Carnival_Corporation_%2b_plc#:~:text=in%20the%20Quarter.-,Current%20operations,combined%20fleet%20of%20104%20ships>.