

CELESTYAL CRUISES

Chartering the Fast Track to Hyper- Personalization

Adobe Summit

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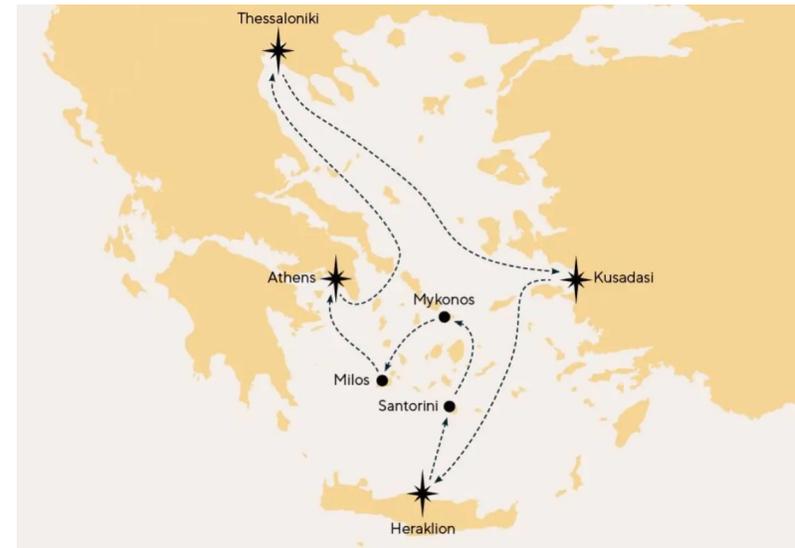
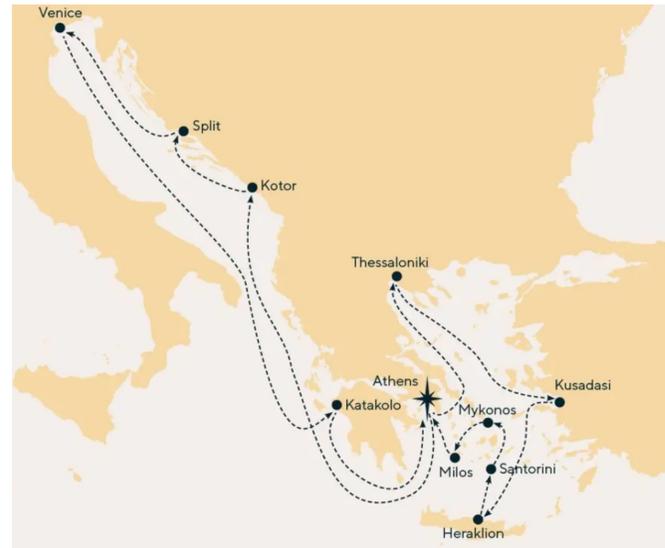
Content Platforms Director





About us Celestyal

- 10 Years old
- Fleet of two mid-size ships
- Operate in Mediterranean and Arabian Gulf
- Mix of 3 & 4 Night Cruises and 7 Night Cruises
- Port intensive and Longer stays in destination
- VC owned (SearchLight Capital)
- Source from over 35+ Countries
- Deliver Marketing in 8 languages
- Deliver service onboard in 12 languages
- North America is Celestyal's largest source market



Business Objectives

Stabilise business post-pandemic

Renew the Fleet

Operate the ships all year round

Commercial Transformation to drive revenue +87% by Y27

Grow the Fleet & operating regions

A monumental growth ahead

The quickest recovery post pandemic, Y23 vs Y19 +6.8% global passengers

Expected to address 4% by EOY28 out of overall global tourism market, worth 3.9TUS\$

27% of new cruise travellers globally at EoY23, exp +6.8% EoY24

Revenue of the cruises market worldwide (in billion USD)



Create unmissable experiences (At sea and ashore)



Celestyal will **grow** by offering the best experiences to our customers...

**"MARGIN
PLAY"**

Celestyal will play in the experience space...

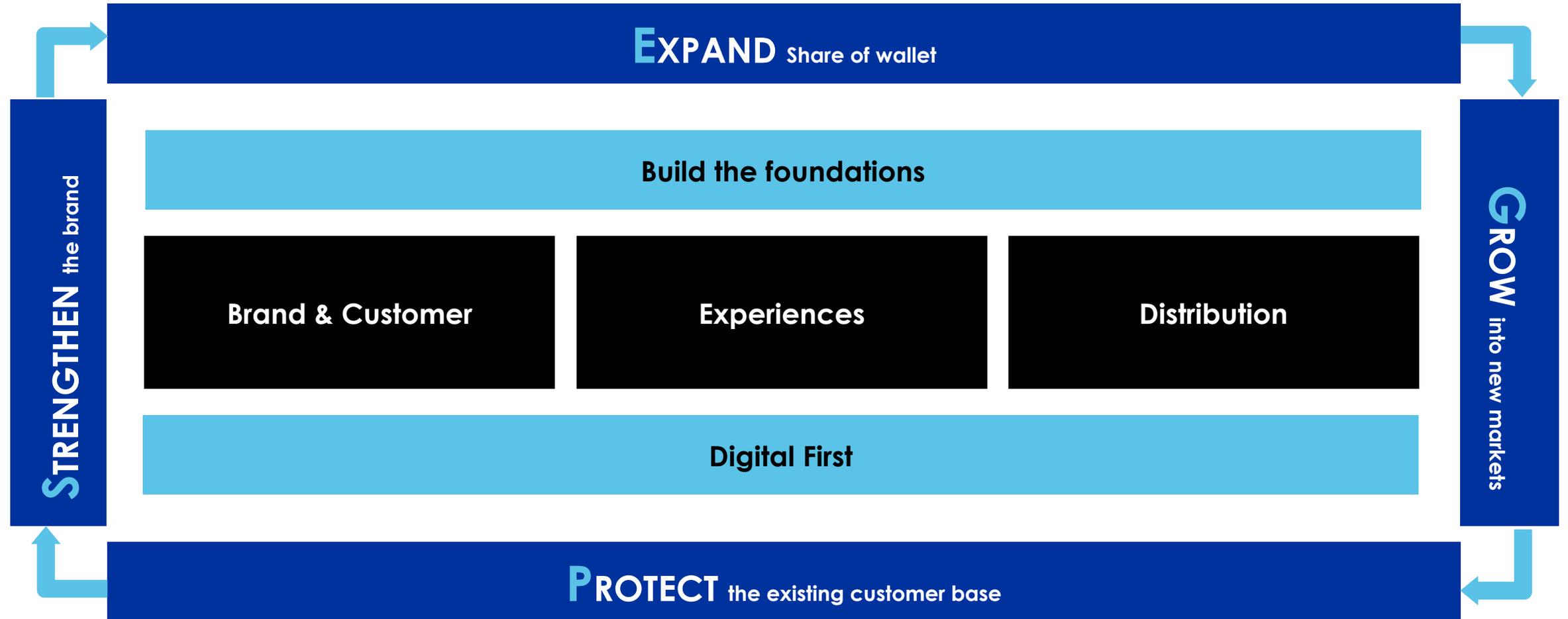


... whilst **strengthening** partnerships through preferred agreements.

**"VOLUME
PLAY"**

...while capitalising on the value that we provide

Framework to Delivering Success



Digital First Objectives

Grow direct footprint

**Provide frictionless portal
for travel advisors to learn,
market, and book**

**Increase pre-departure
revenues through fully
integrated CRM & App
development**

**Fully personalised
Customer Journeys – Data
Driven, Pre and Post**

**Achieve – Channel
contribution KPI's – CPA's
on digital marketing**

**Secure brand and
experience consistency
across journey**

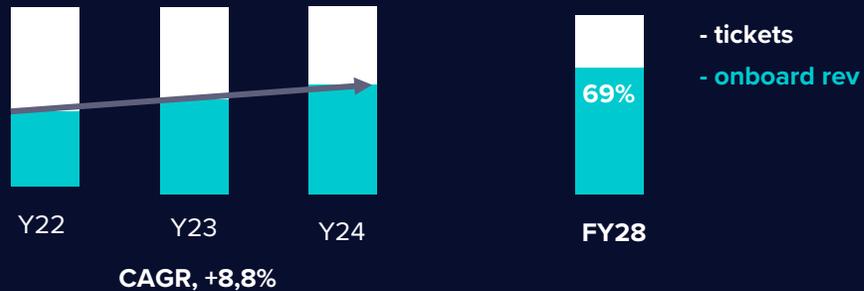
And with the bulk of revenue being generated offline...

2024 revenue share of sales channels of the cruise industry



... there is great potential for even bigger growth.

Which **does not** include only ticketing



CLIA, Statista. (September 16, 2024). Revenue share of sales channels of the cruise industry worldwide from 2019 to 2029 [Graph]. In Statista. Retrieved March 02, 2025, from <https://www.statista.com/forecasts/1258070/share-sales-channels-global-cruise-industry-revenue>

CHALLENGE INSIGHTS

NON SCALEABLE PLATFORM

Not Mobile First

Silo / Unstable Tech

Flight, Hotel, Transfers

QUALIFIED AUDIENCE & CPA

B2B Heavy Strategy

Reachability

Lower Funnel / Geo

CONSISTENCY & PERSONALISATION

Mis-Match Branding

Dynamic Pricing

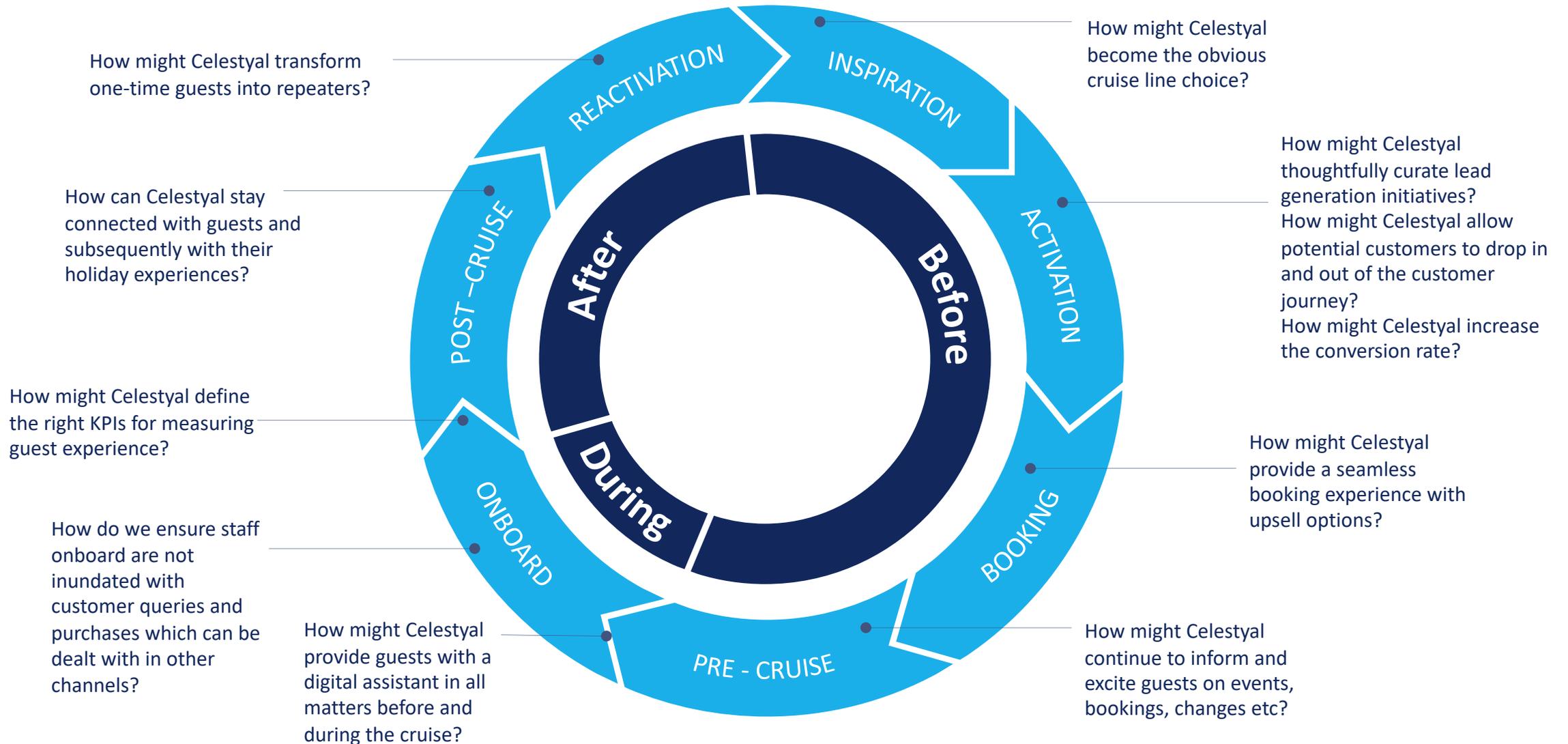
Limited Pre-Sell

Setting Merkle & Adobe the Challenge

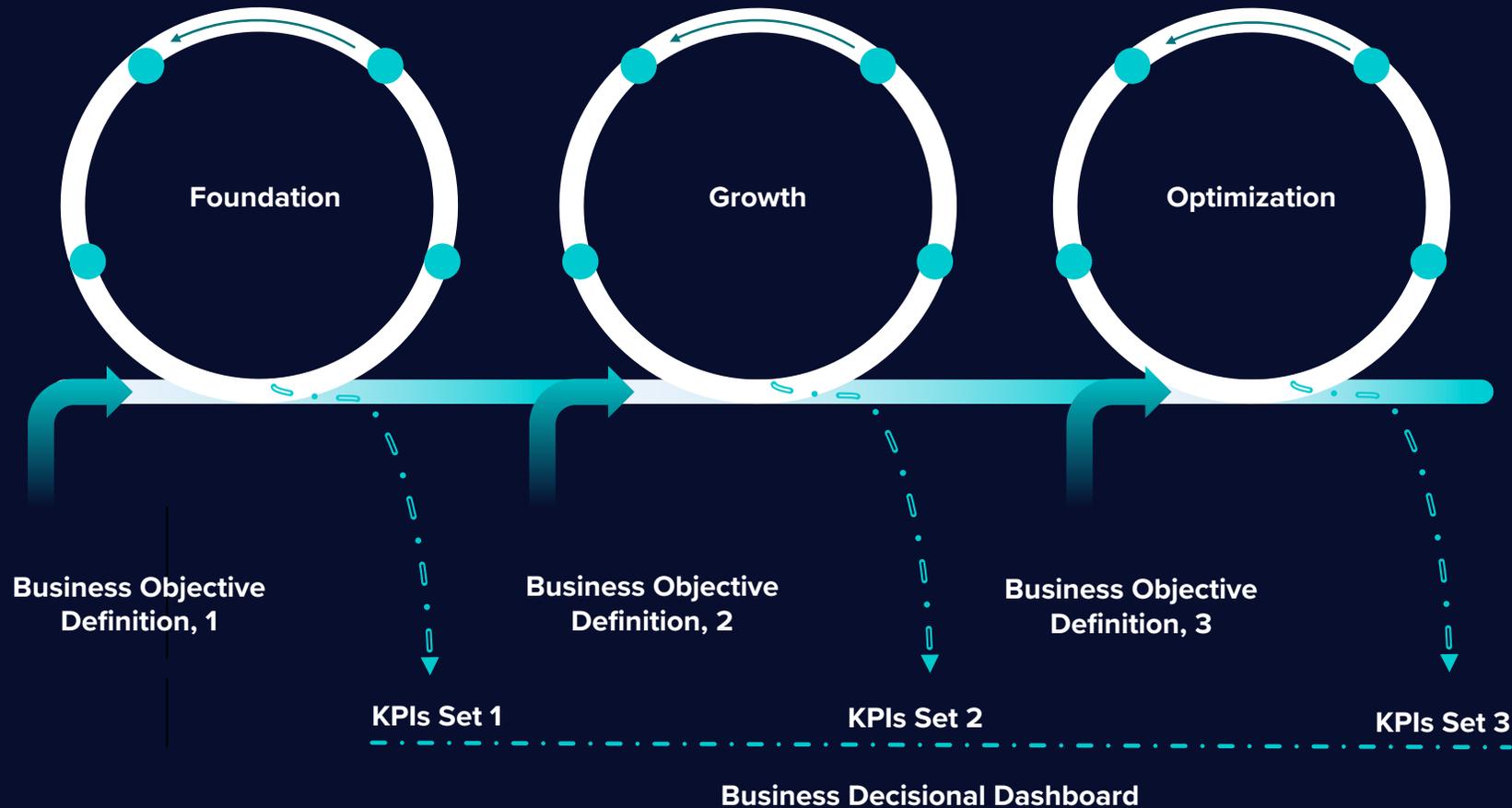


- Direct booking growth: 30% share driven via integrated digital platforms and data-driven marketing
- Slash customer acquisition costs: 30% through strategic SEO and targeted ad spend
- Increase average basket value: 35% with AI-powered personalized travel packages & ancillaries
- Enhance our customer satisfaction and repeat bookings via seamless, personalised digital experiences
- Improve conversion rates: 25% with intuitive agent collaboration tools and centralized data
- All required at pace

How to make this a reality – address all stages of the customer lifecycle



The How - Business First Transformation Model



Foundation

Setting the Core layer of business KPIs, such as awareness, brand engagement, customer retention, Y2Y turnover growth.

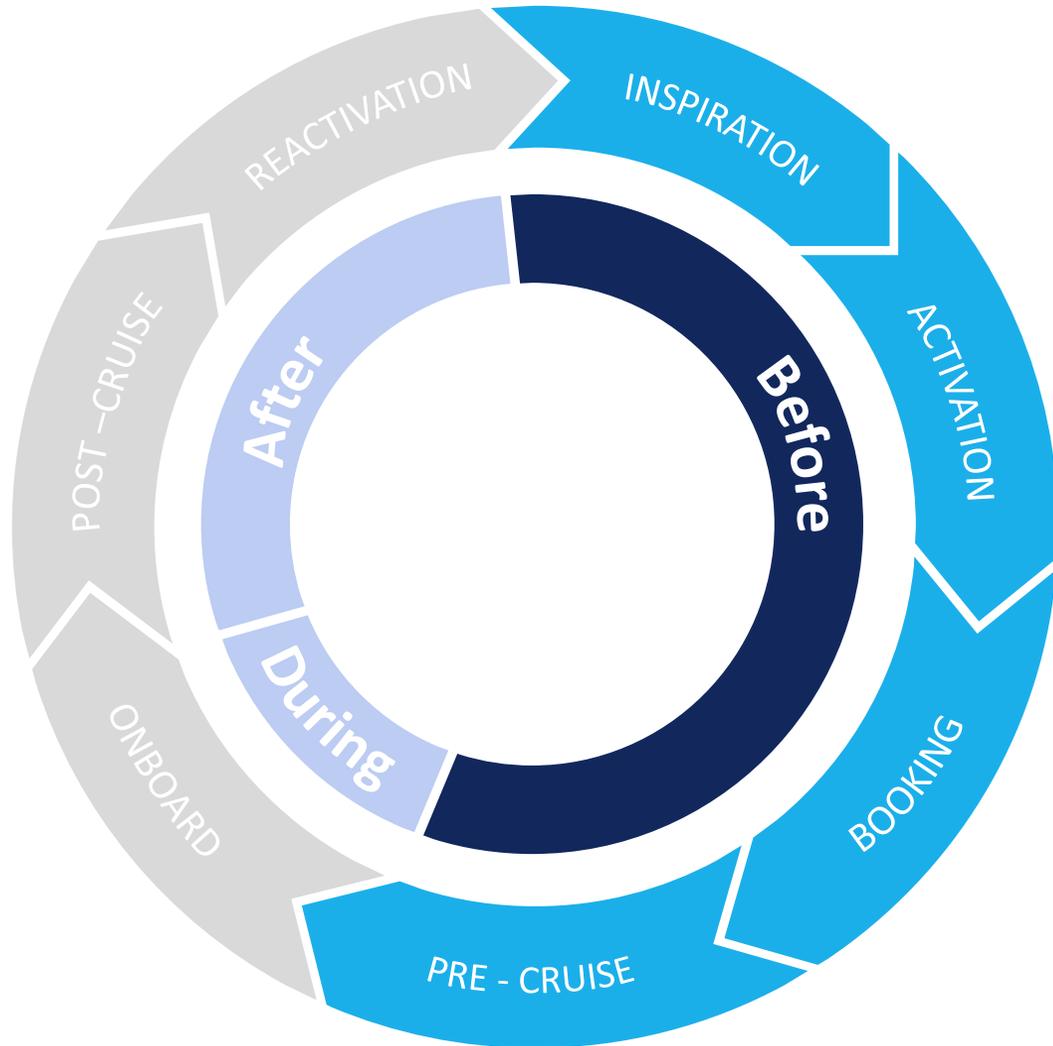
Growth

Securing profitable business operation via upselling, preboarding revenue optimization, campaigns performance optimization and channels strategy

Optimization

Maximizing marginality and boosting crossselling, reducing paid media investment via organic customer data robustness

The website as an ideal starting point for digital transformation



Addressing B2C and B2B target groups

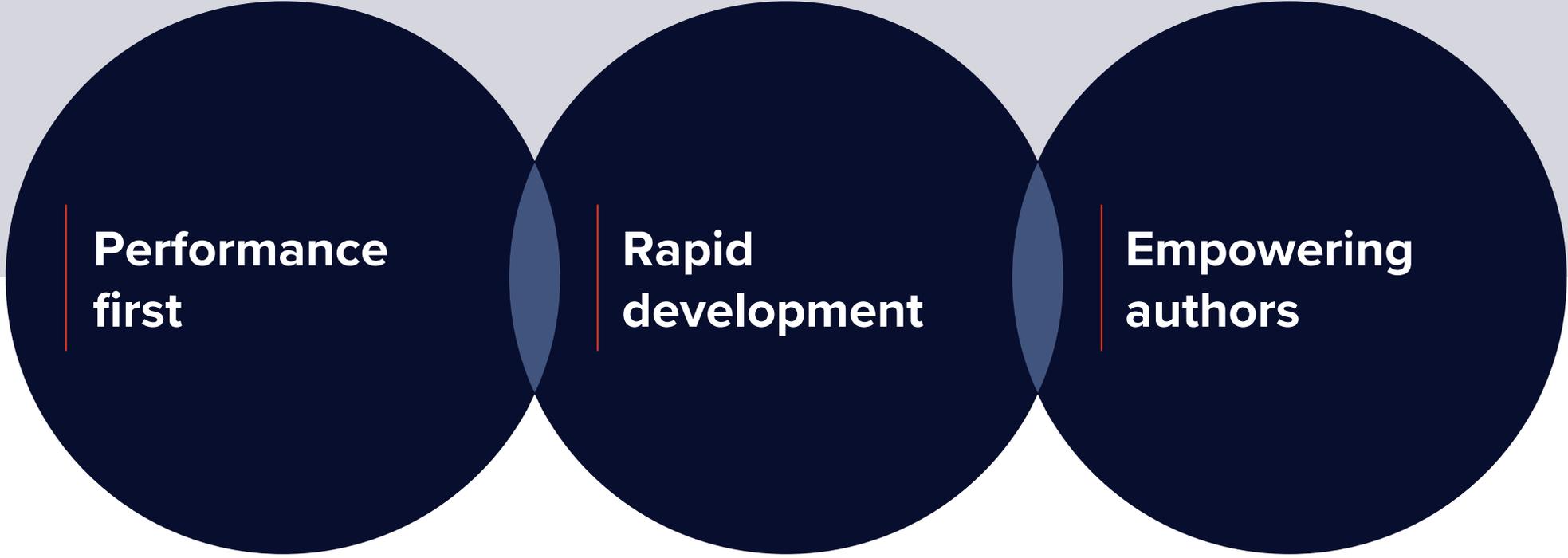
Pushing direct and indirect Sales

Improve brand awareness and acquisition

Start realizing upsell potential

Building high-quality customer data

Why Adobe Edge Delivery Services came out on top

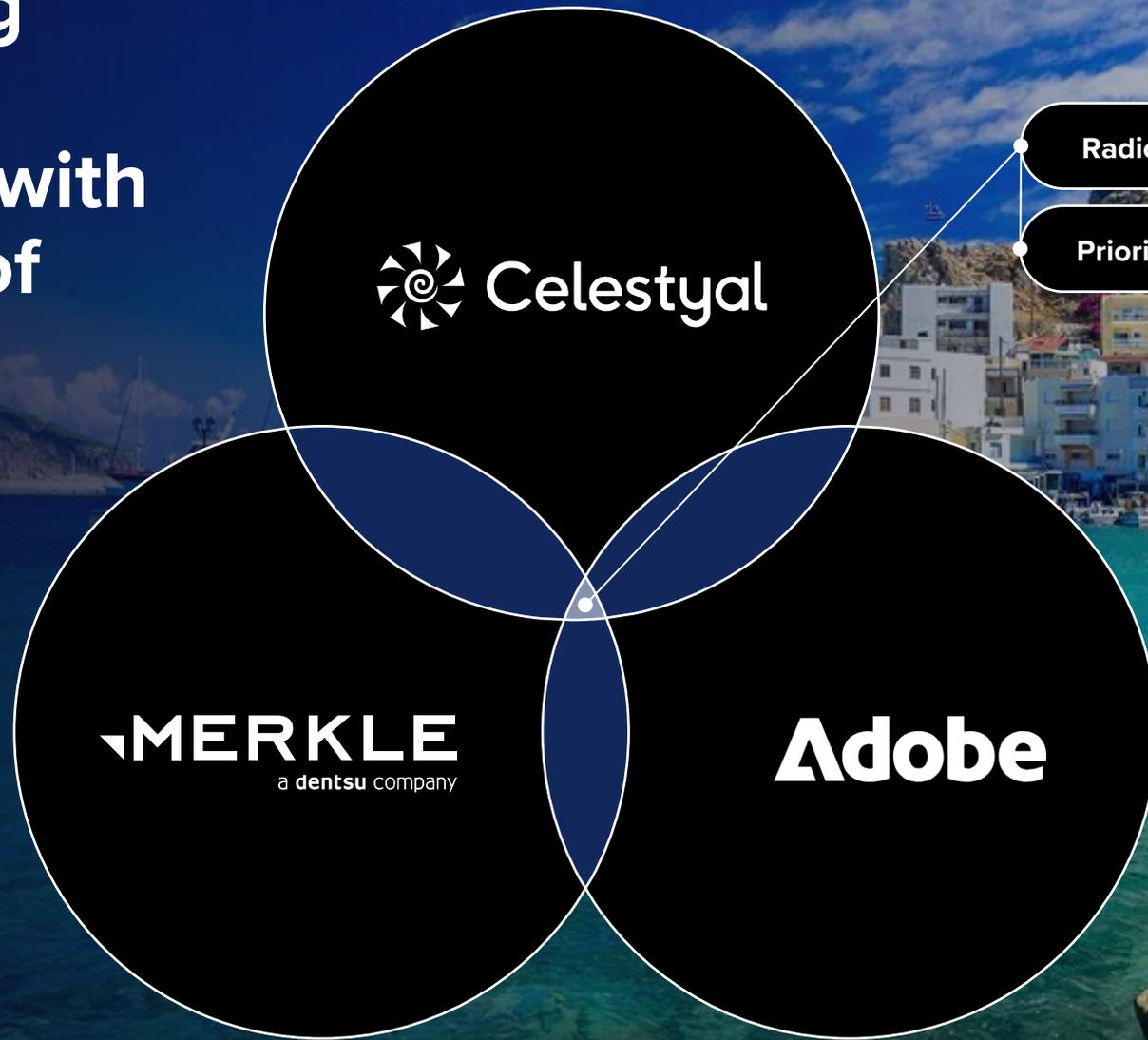


**Performance
first**

**Rapid
development**

**Empowering
authors**

Overcoming project challenges with the power of three



Radically collaborative

Prioritizing business value

Achieving great results in record-time

4 months from kick-off to go-live

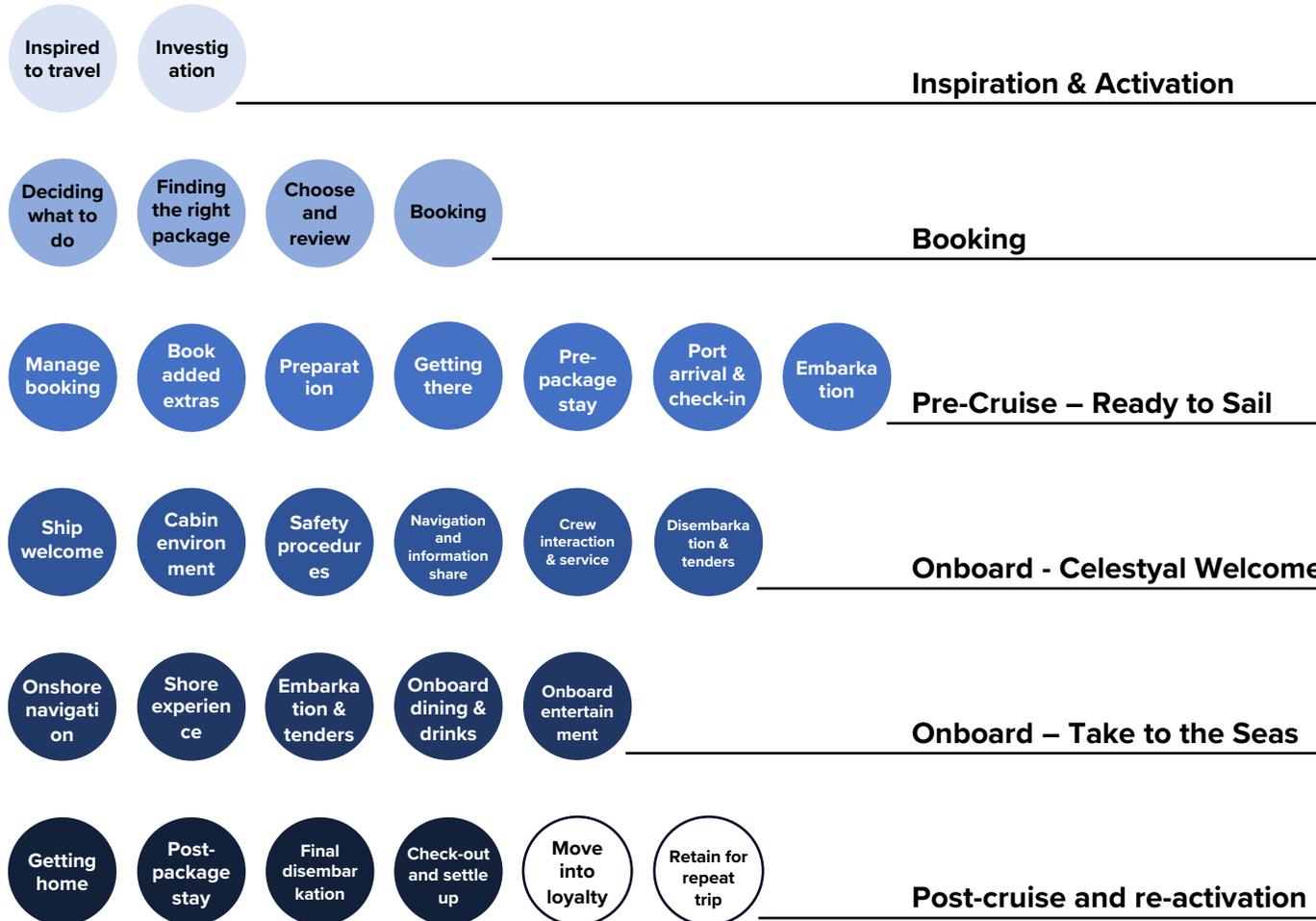
SEO rankings increased by 30%

Page Speed ranking >97 on mobile

A comprehensive digital transformation needs more than an MVP to fuel hyper-personalization



Our approach to realize business value: The Industry Lab



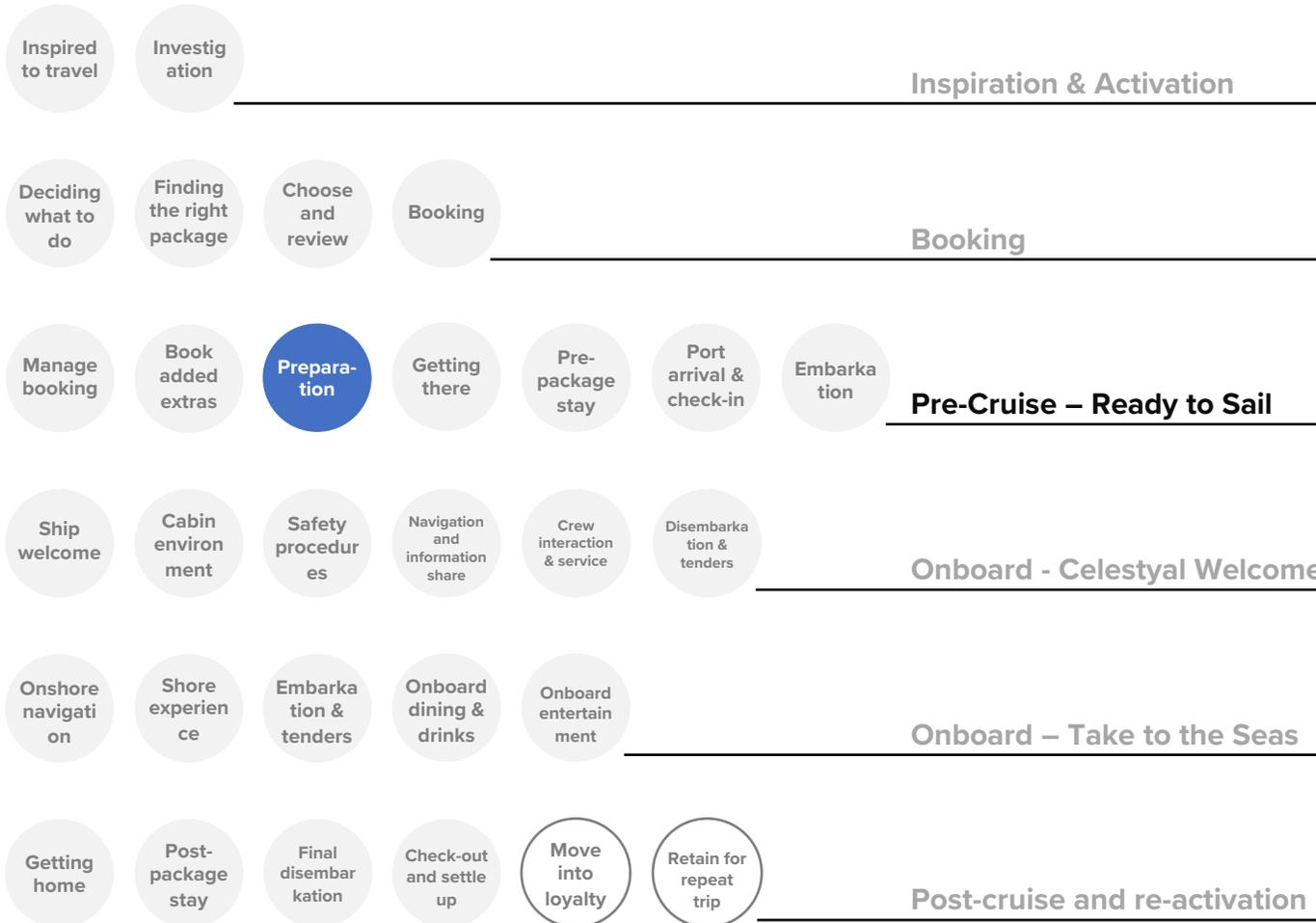
Questions to start

Which moments help the most achieving our 2026 targets?

Which personas are we targeting?

Do we have sub-targets (# app downloads, quarterly-based revenue and volumes targets, campaign plan objectives, etc.)?

Industry Lab Example – Ready to sail



Audience

- Buyers or customers waiting for the cruise

Channels

- Social media
- Web
- Email

Funnel

- Buyers, Customers



Tech Enablers

- Website + My Account
- CDP
- Omnichannel platform
- Mobile App

KPIs

- CAC
- Add-on sales
- App download

Capability Map

- Segmentation
- Mkt automation
- Knowledge base
- Progressive profile

Use Cases

- Offer concierge offline services (with travel agents) 
- Digital concierge in preparation to sail (tips, how to, get ready)
- Multichannel excursion, services & dining offers 
- Birthday celebration package (birthday during cruise)
- Volume-based and occupation-based discount campaigns 
- Push for App download

 Quick Wins  Strategic choices

Celestyal Cruise – Yearly Transformation Vision

FROM WWW REFACTORIZING TO HYPER PERSONALIZATION

B2C and B2B website **Go-live in Mid-December** is a crucial milestone

TRANSITION TO NEW TECH STACK AND MANAGEMENT OF TECHNICAL DEPTS AND TACTICAL DELIVERABLES

Transition to Marketo before **End of March**

Build a Customer 360 view during **H1 2025**

AI supporting performances optimization **H1 2025**

FOUNDATION OF DATA-DRIVEN ACTIVITIES, B2C AND B2B MONITORING

Provide a frictionless B2B agency experience in **H2 2025**

Unleashing commerce capabilities (hotels and facilities) **H2 2025**

ENSEMBLE OF STRATEGY AND TECHNOLOGY TO ACTIVATE 360 GROWTH

Improve data collection **in H1 2025** to activate personalization at scale **in H2 2025**

Visit Booth #1135



Tim Locke
Global eCommerce Director



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Join us at our Theater Session

Riding a Content Supply Chain
Wave: From Getting Started to
Best Practices

**Today, at 4.30pm in the
Exhibit Hall**

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 **Celestyal**