

*A world-class international cruise line modernizes employee training by replacing traditional classrooms with online instruction and achieves better results at lower cost*

## Highlights

- High onboard training costs, combined with e-learning issues such as inconsistent electronic formats and text-based training materials, undercut the effectiveness of the company's existing system
- By developing effective Computer-Based Training (CBT) Programs, UST Global delivered an interactive, user-friendly and flexible learning mechanism
- The client achieved increased usage of 800% and a reduction in training costs and time, as well as high user ratings, higher levels of learning and better knowledge retention

## Customer Profile

Our client, a leading international cruise line, is a Fortune 500 company, renowned for its luxurious ships and exceptional customer service. Each year its fleet carries more than one million passengers to glamorous destinations worldwide. It employs more than 27,000 crewmembers, both land-based and onboard, and more than 50,000 travel agents around the globe. Additionally, it draws its employees from such diverse regions as India, Canada, Philippines, Russia and Indonesia, among others.

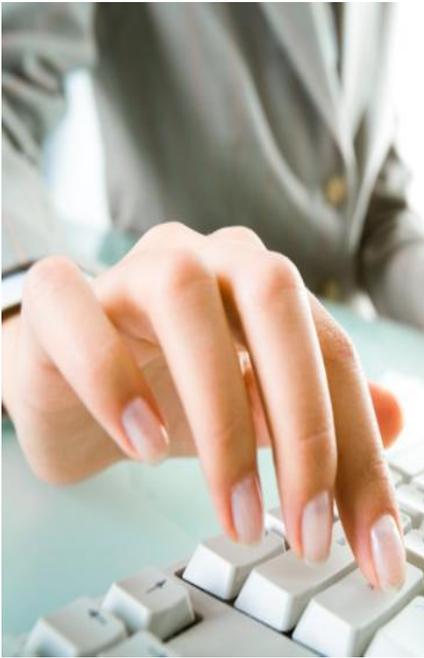
## Business Issue

The highly competitive nature of the cruise line industry demands that services be world class and that all company employees consistently deliver the highest level of hospitality. Our client has always recognized this and had previously established a Learning Department specifically to oversee employee-training programs.

While the Learning Department was the recognized authority and had final say on all training and training materials, it nevertheless delegated the development of the materials, as well as the conducting of training sessions, to the respective internal departments. One result was inconsistency in the electronic delivery formats. Training materials in different formats, including Flash, Authorware, Word documents, etc., were confusing to employees. Moreover, the fact that these programs were exclusively text-based meant that they were less than engaging. There were also technical issues with regard to viewing these different electronic formats on onboard Internet kiosks. As a result, training often suffered delays because timelines were not met.

In 2007 our client attempted to leverage its IT resources to resolve the issue of inconsistent formats. While the IT department succeeded in bringing some consistency to the formats through the use of PowerPoint, the presentations they developed were still linear and text-based. In addition, they did not address the fact that English is not the first language of many if not most of the employees.

Clearly, the existing program was not achieving the company's training goals. Neither was this approach producing the desired level of user acceptance.

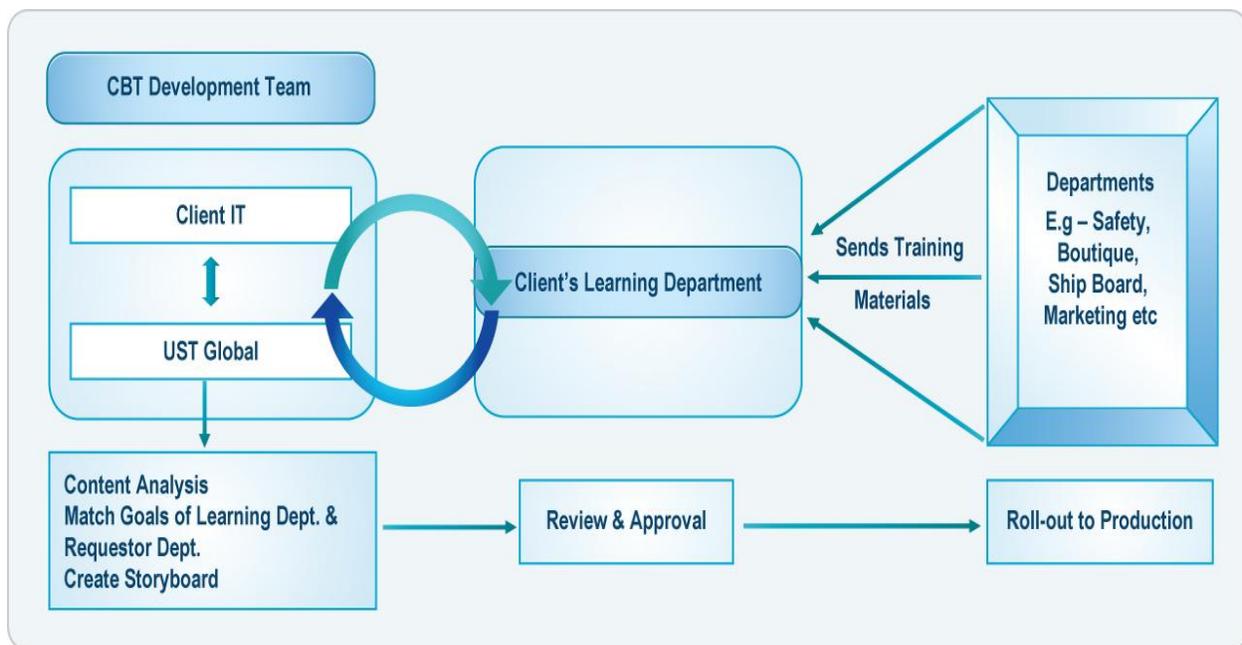


## UST Approach

When the cruise line's IT department approached UST Global, the first thing the UST team did was observe the presentations from the user's perspective. Afterward, it strongly suggested a complete overhaul of the program. Among its recommendations were to move from a linear text style to a more visually appealing and engaging one, and to develop Computer Based Trainings for easy navigation by the user. CBTs also enable users to jump between modules with a few clicks, rather than clicking the "Back" button repeatedly until they reach the topic they are seeking.

The team developed the concept, and created both wire frames and mock-ups that were moved to development as soon as the client approved them. In creating the CBTs using tools from the Adobe Creative Suite, the team followed a meticulous, iterative process that involved all stakeholders. They also took a three-pronged approach to developing each module of CBT content, focusing on:

1. The Specific Message
2. The Target Audience
3. Time to Market



Once in service, all CBTs are constantly monitored and evaluated through user feedback and surveys in order to pursue constant improvement.

## Benefits

Employees from all around the world speak up about the new program:

- “I have not seen any such learning in any other (cruise) company. This is the best instruction our company offers.”
- “It doesn’t feel like training, more like playing games. I enjoyed it very much.”
- “Thanks for all the information about my job, and congratulations on this clear and easy-to-use system.”

With the launch of the interactive CBTs, employee usage soared by 800%. ***Visually engaging images and multi-language support, combined with user-friendly, intuitive navigation, quickly led to increased acceptance of training programs*** Additionally, for the first time crewmembers are asking about the release of new CBTs, indicating an eagerness to sign up for extra courses.

The success of these CBTs has been such that they have become the company’s most widely used training media. Before their development, the cruise line flew its trainers to each of its ships around the world in order to conduct all training.

**In addition to achieving the client’s learning goals, UST Global’s solution resulted in a major reduction in training costs and time.**