translate**IT**

P&O CRUISES

issue

P&O Cruises Australia owned and operated its own cruise ship(s), as well as operating as the sales agent for sister lines; Princess Cruises, P&O Cruises, Swan Hellenic and more. They were planning for substantial growth, but required improvements to their IT systems to deliver the plan without large staff increases.

Nigel was the senior manager responsible for IT within business, managing a small internal team.

drivers

- pending increase in capacity brought about by a larger replacement vessel.
- an objective to improve yield management capabilities.
- how to accommodate potential ecommerce initiatives.
- in leading a strategic IT review for the business, it became clear that a major investment would be required to meet a planned doubling of passenger numbers over the next 3 years.
- however, there was a limited local IT budget, funded by just one cruise ship.
- how to manage the risks associated with a small and specialised in-house software development team.

approach

nigel led an internal project team to canvass the following options:

- reinvest in the existing system.
- purchase a new system on the open market.
- use the system of one of several sister cruise businesses within the group.

resolution

after an extensive evaluation of the options, the company adopted an approach of working with a sister company to bring their system to Australia, requiring various customisations to grow their functionality to meet local market requirements.

this was the first intercompany use of another division's systems and it became a model for future rollouts to other countries.

previous attempts to achieve this level of sharing and understanding between various businesses had been unsuccessful.

in 2015, the Australian business uses this same solution to accommodate seven times the passenger numbers of 1999, now sailing three local vessels and also continuing to market dozen of sister ships around the world.

internationally, the approach of sharing technologies across the group has become the standard way of operating.