





The 'Odessa Chandelier': Black Sea Cruise Destination Management:



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CruiseT Workshop - Bremerhaven - 17th of June 2014

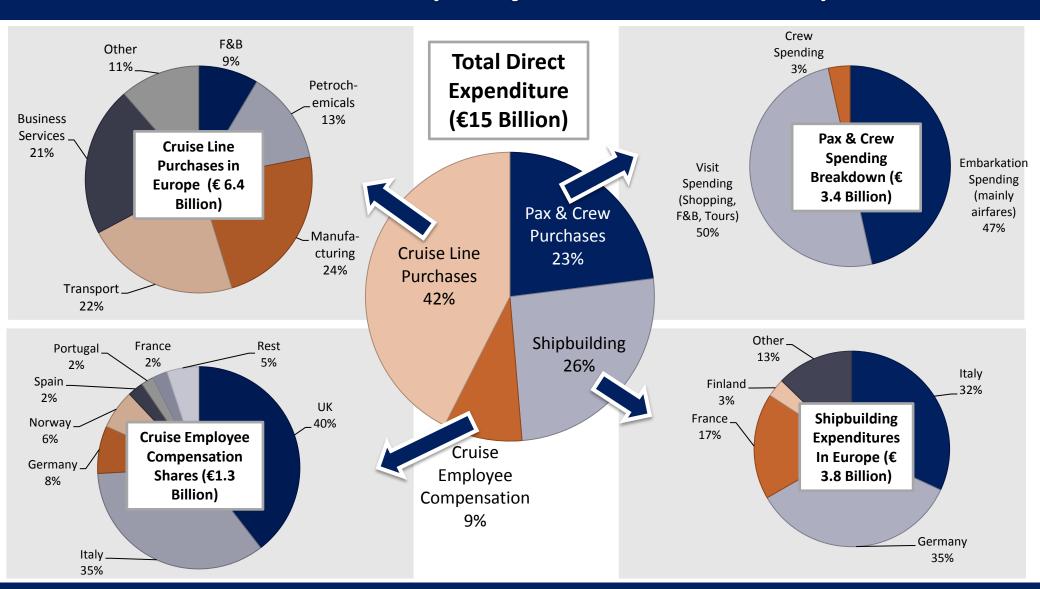
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SOME BASICS...

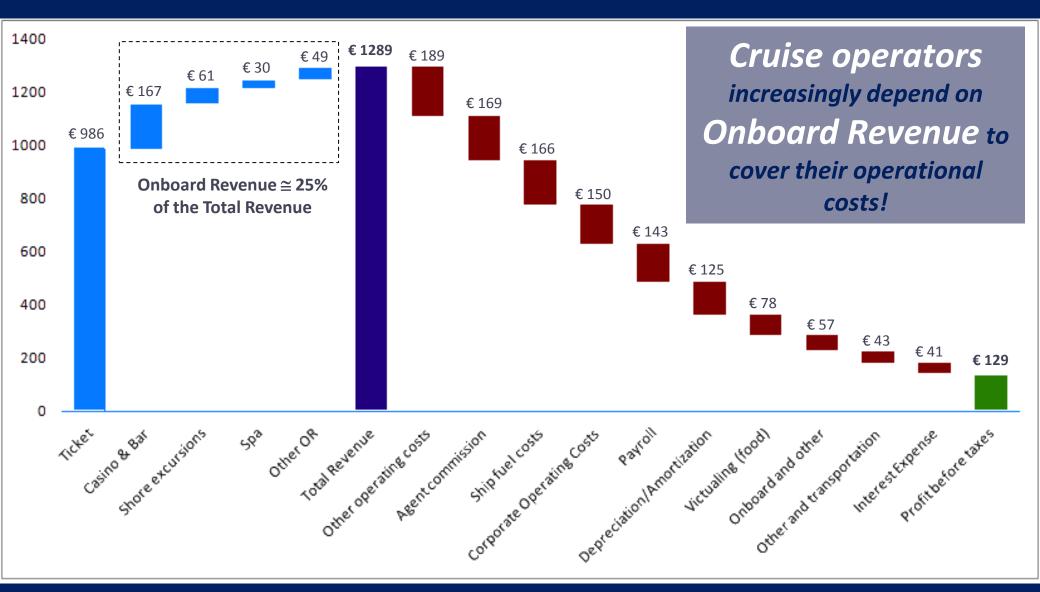
Cruise Tourism Economy & Market

The Cruise Economy 2012: Direct Economic Impact of Cruise Tourism in Europe



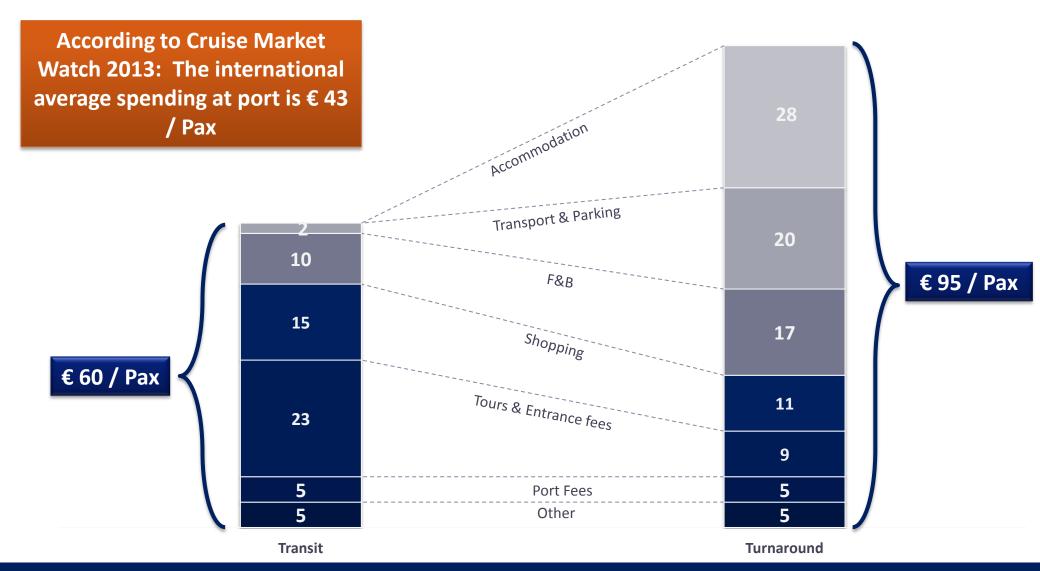
Cruise Income is primarily created by production at the source markets; not by consumption at the ports!

Average Cruiser 2013 Financial Breakdown*



Competition on land monopoly at sea

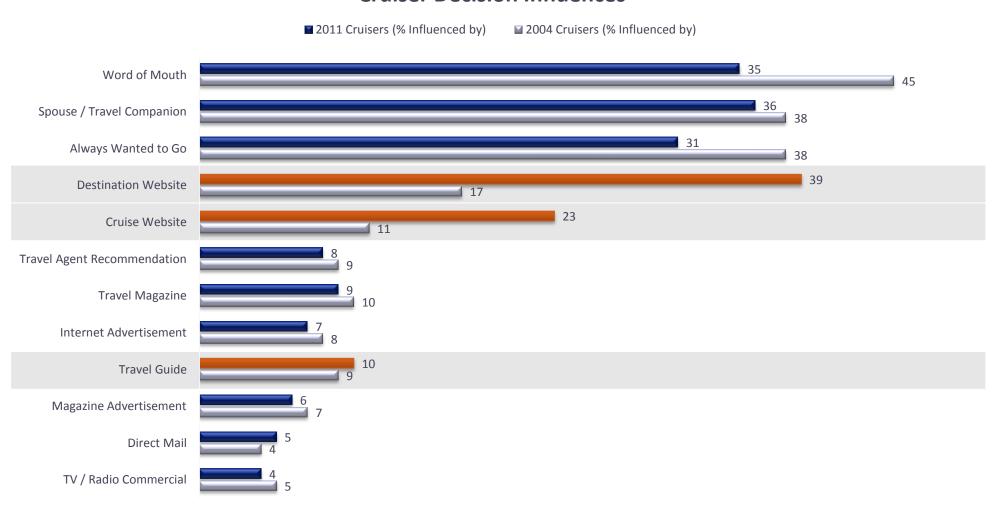
Pax Spending on Ports* Transit (Port of Call) vs. Turnaround (Arrival / Departure Port)



Can cruise-generated income cover the corresponding operation costs of the host? How much economic benefit leaks outside the local community?

Online Cruise Content is Gaining Importance From 'Cruise Promotion' to 'Guest Consulting'

Cruiser Decision Influences*

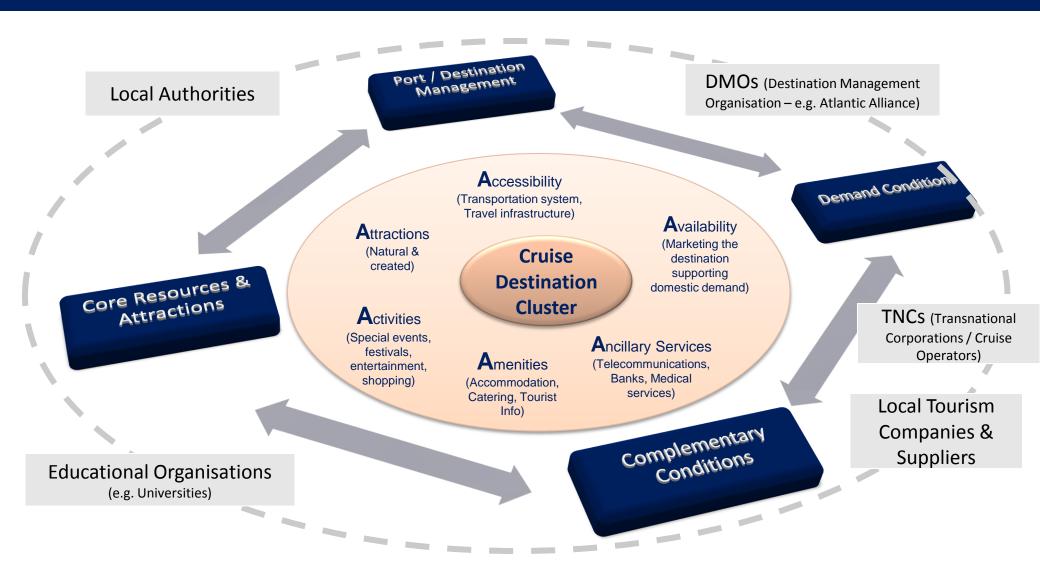


Cruise-destination marketing is not a brochure or a TV commercial... It is effective Content Management and Reputation

UNDERSTANDING CRUISE DESTINATION DEVELOPMENT

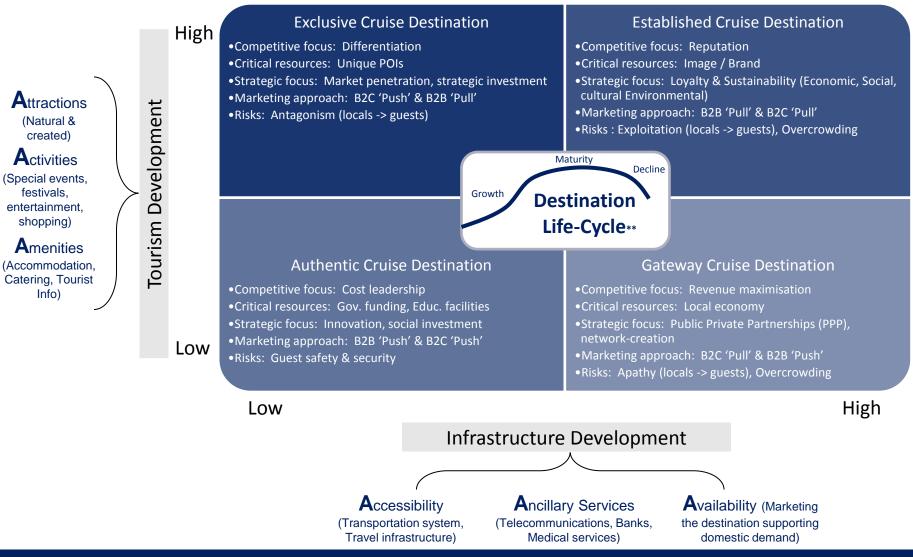
Cluster Theory & PORTfolio Matrix

Developing Competitive Cruise Destinations Cluster Theory & the 6As*



^{*} Adapted from Kim, N & Wicks, B.E. (2010). Rethinking Tourism Cluster Development Models for Global Competitiveness, *International CHRIE Conference-Refereed Track. Paper 28. URL:* http://scholarworks.umass.edu/refereed/CHRIE_2010/Friday/28, Access date: 19.01.2011 - and complemented from Buhalis, D. (2000). Marketing the competitive destination of the future, *Tourism Management*, 21:97-116

Cruise Destination Positioning and Development Strategy PORT-Folio Matrix*



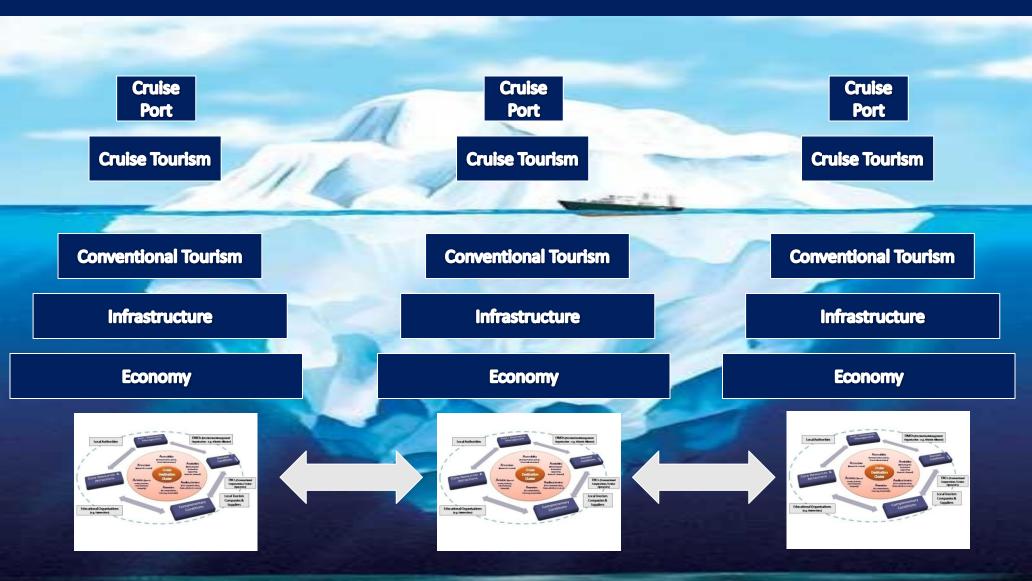
^{*} Papathanassis (2011)

^{**} Life Cycle Concept originally discussed Butler, R. (1980). The concept of a tourism area cycle of evolution: Implications for resources. Canadian Geographer, 24(1): 5-12.

ROLE OF PORT ALLIANCES

Below the Tip of the Iceberg

Developing Regional Cruise Destinations X-Clustering Challenge



Implications for Regional DMOs

Destination Awareness & Image Campaigns are the Tip of the Iceberg

Destination Promotion

- End customers (pull) Web-presence, Media campaigns, **Trade fairs**
- Tour / Cruise Operators (push) Key account man/t
- 'Alternative' PR initiatives (e.g. destination 'film' placement)

Content Development & Management

Destination Positioning & Image

- **Destination branding**
- **Marketing research & reporting**
- **Crisis management (Communication / PR level)**

Data Collection & Research Dissemination

Destination Strategy



Development

Co-opetition Infrastructure

- Life cycle management & regional capacity control
- Pluralistic objective definition (i.e. sustainability, multistakeholder interests)
- **Neutrality assurance and stakeholder commitment**
- **Enable and support PORT-folio balance**
- **Facilitating PPP (Public Private Partnerships)**
- Synergy identification and syndication

KPI Development & Controlling

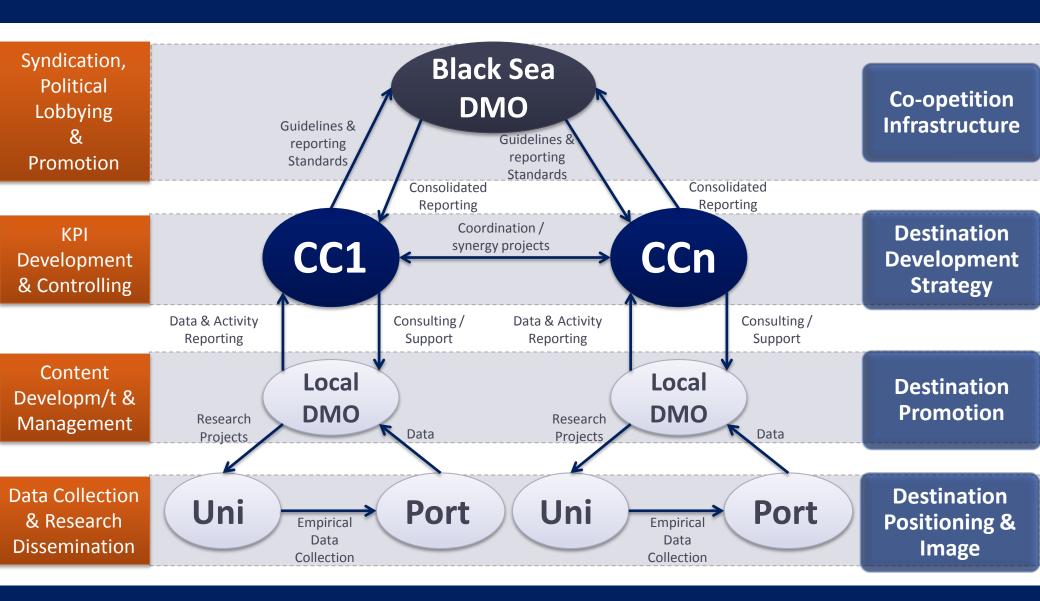
Syndication, Political Lobbying & Promotion

Cruise-port Alliances traditionally focus on promotion and forum facilitation... But this is just the tip of the Iceberg!

Towards an Regional Development Architecture... An Inspiration!!!



"The Odessa Chandelier': Proposed Architecture...



Thank You for your Attention



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