

'All at Sea'

e-Cruising Transformation & Implications

Papathanassis

Prof. Dr. Alexis



Cruise Management &

E-Tourism

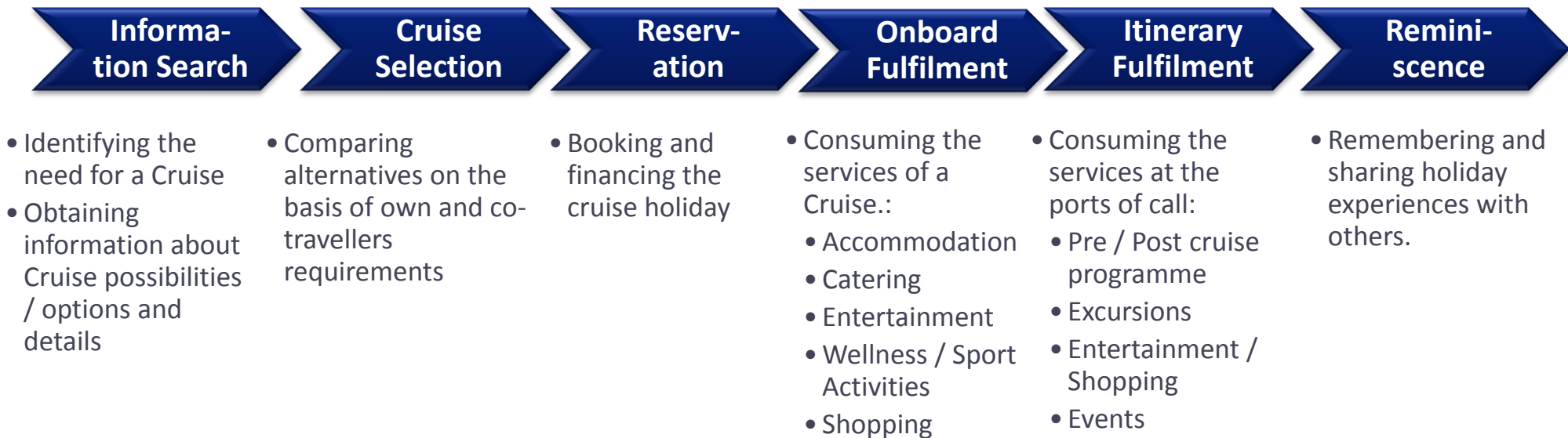
Prof. Dr. Alexis Papathanassis

Aegean Tourism Summit – Kos (Greece), 1st of May 2015

Nautical Metaphors:

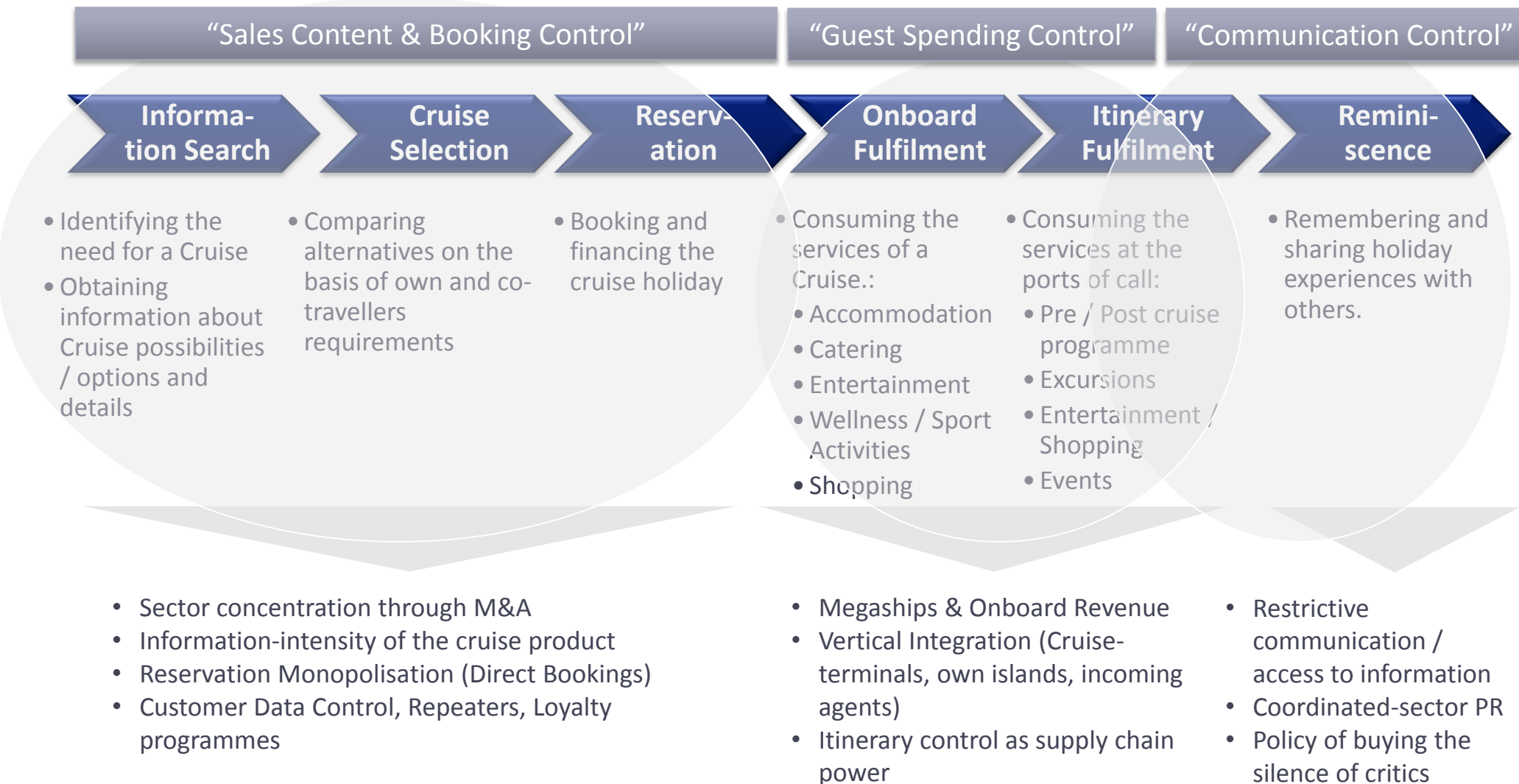
The Cruise Business is About Control of the Guest Experience

“When we talk about being ‘all at sea’, we do not literally mean that we are out in the ocean, but rather that we are unsure about what to do, as though we were drifting on the water without the reassurance of firm ground beneath our feet.”*



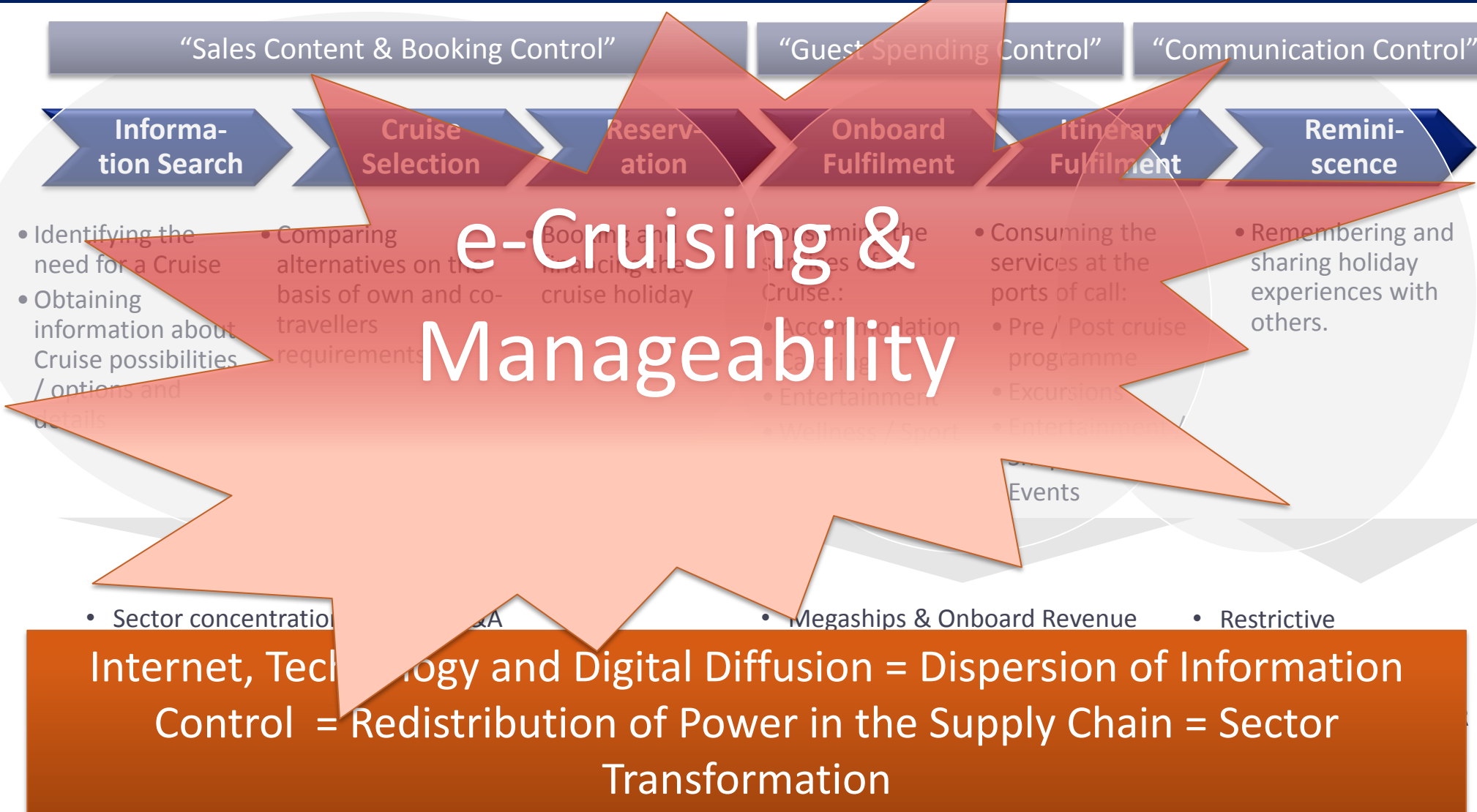
'Holiday Cocoons' or 'Content Monopolies at Sea'

Cruises as a Closed System



'Holiday Cocoons' or 'Content Monopolies at Sea'

Cruises as a Closed System



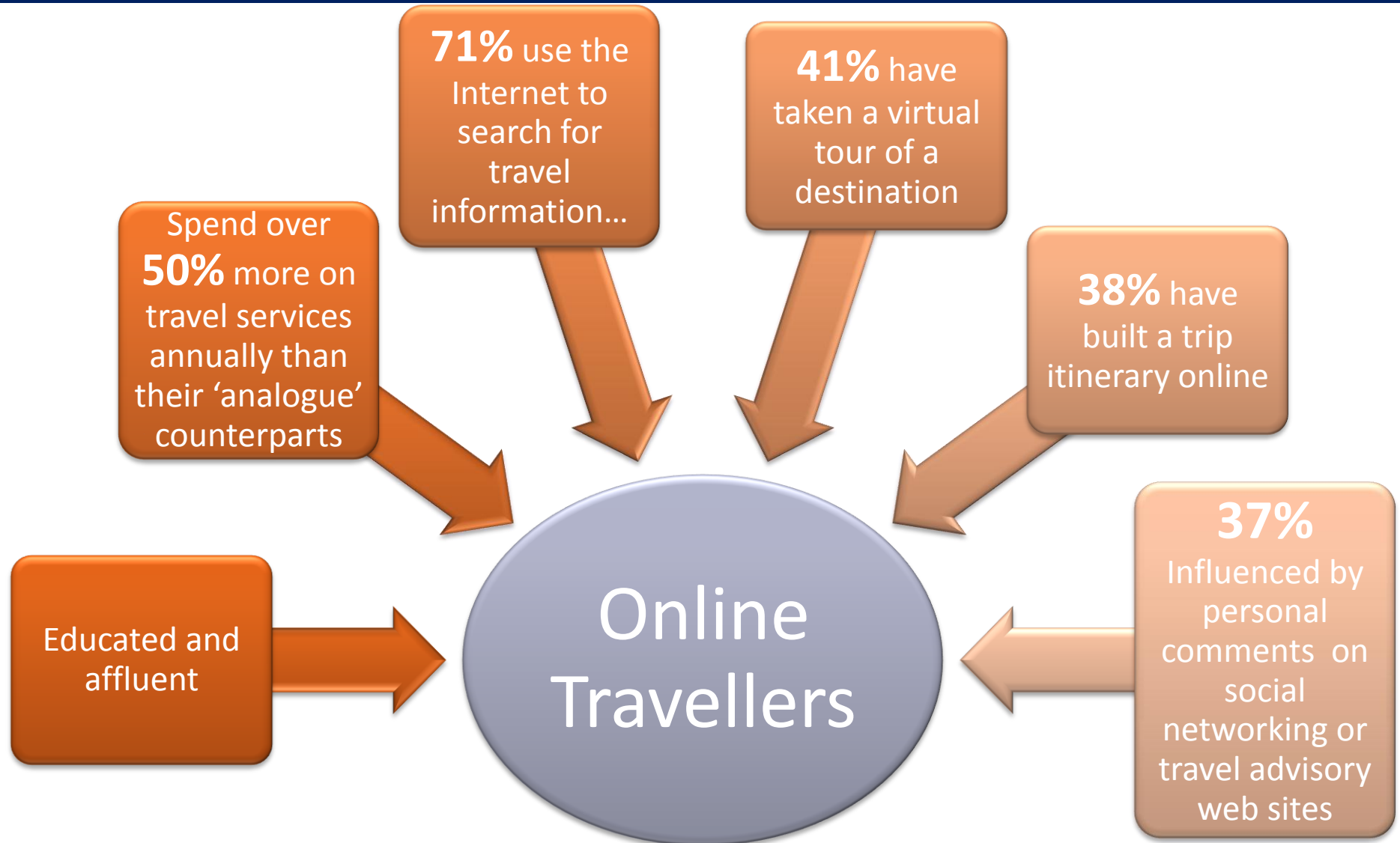
The background of the slide is a grayscale photograph of ocean waves. The waves are breaking, creating white foam and spray. The image is slightly blurred, giving it a sense of motion. A dark blue horizontal band is overlaid across the middle of the image, containing the main title and subtitle in white text.

CRUISE SALES CONTENT & BOOKING CONTROL

The 'Irrelevant' Cruise Operator Website

Typical Online Traveller Profile = Cruiser Profile

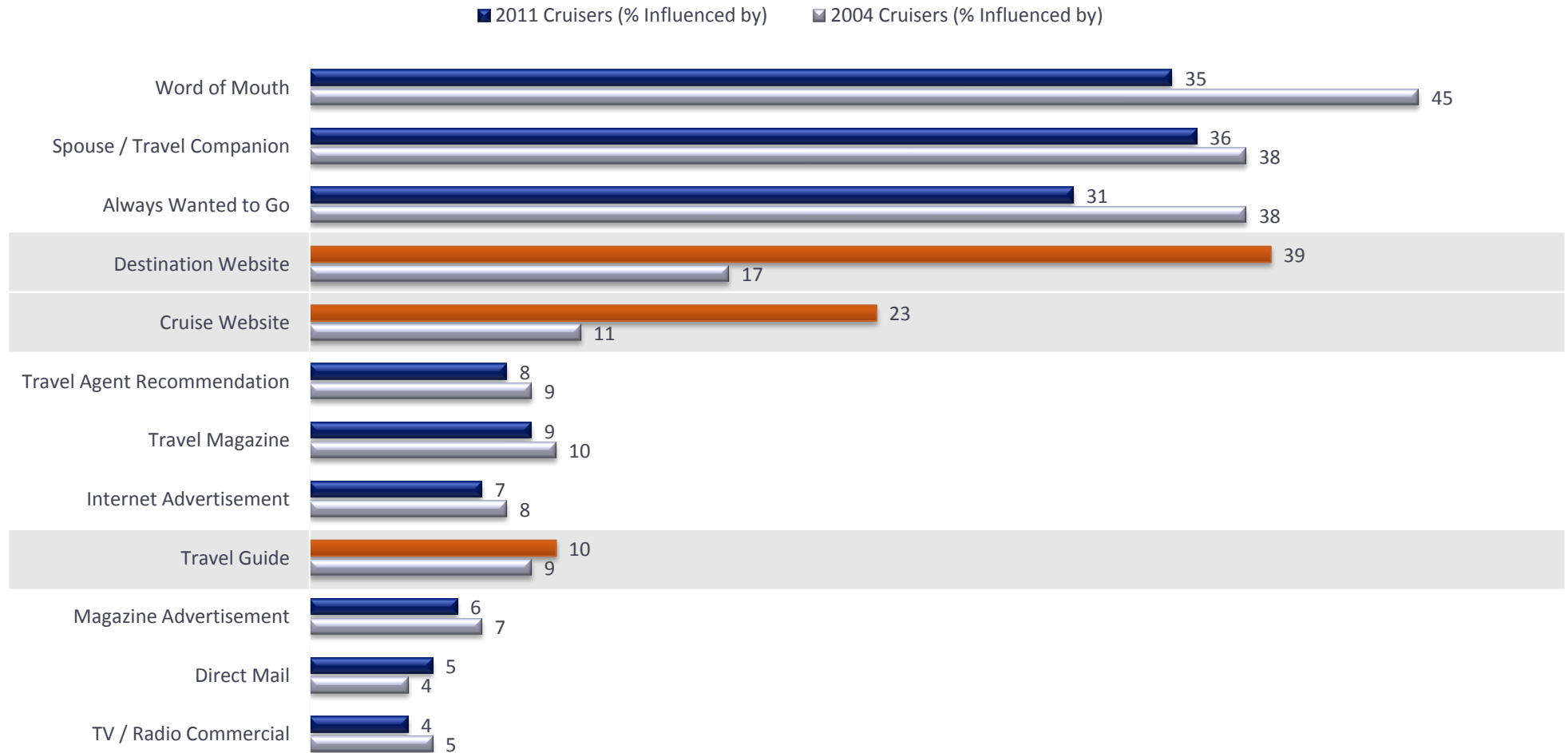
2008: A study of 2.559 active online users



Online Cruise Content is Gaining Importance

From 'Cruise Promotion' to 'Guest Consulting'

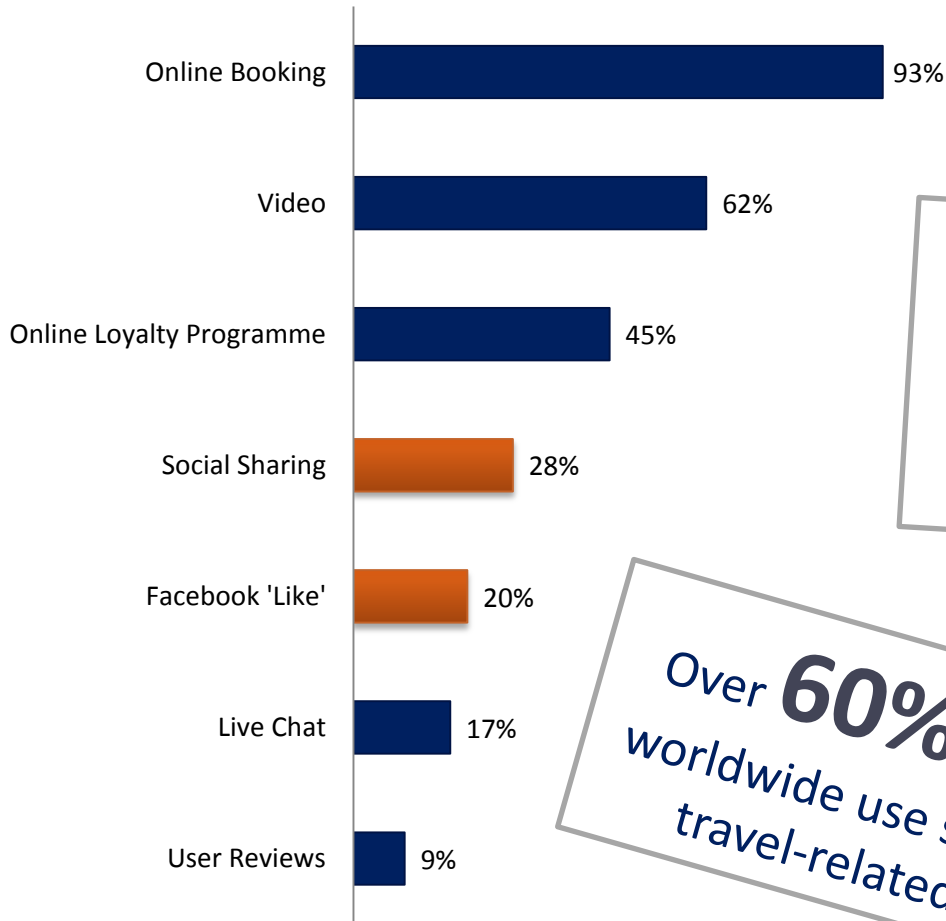
Cruiser Decision Influences*



Understanding the e-Cruiser's Cyber-Itinerary

Facebook Traffic

Travel Website Content Availability*



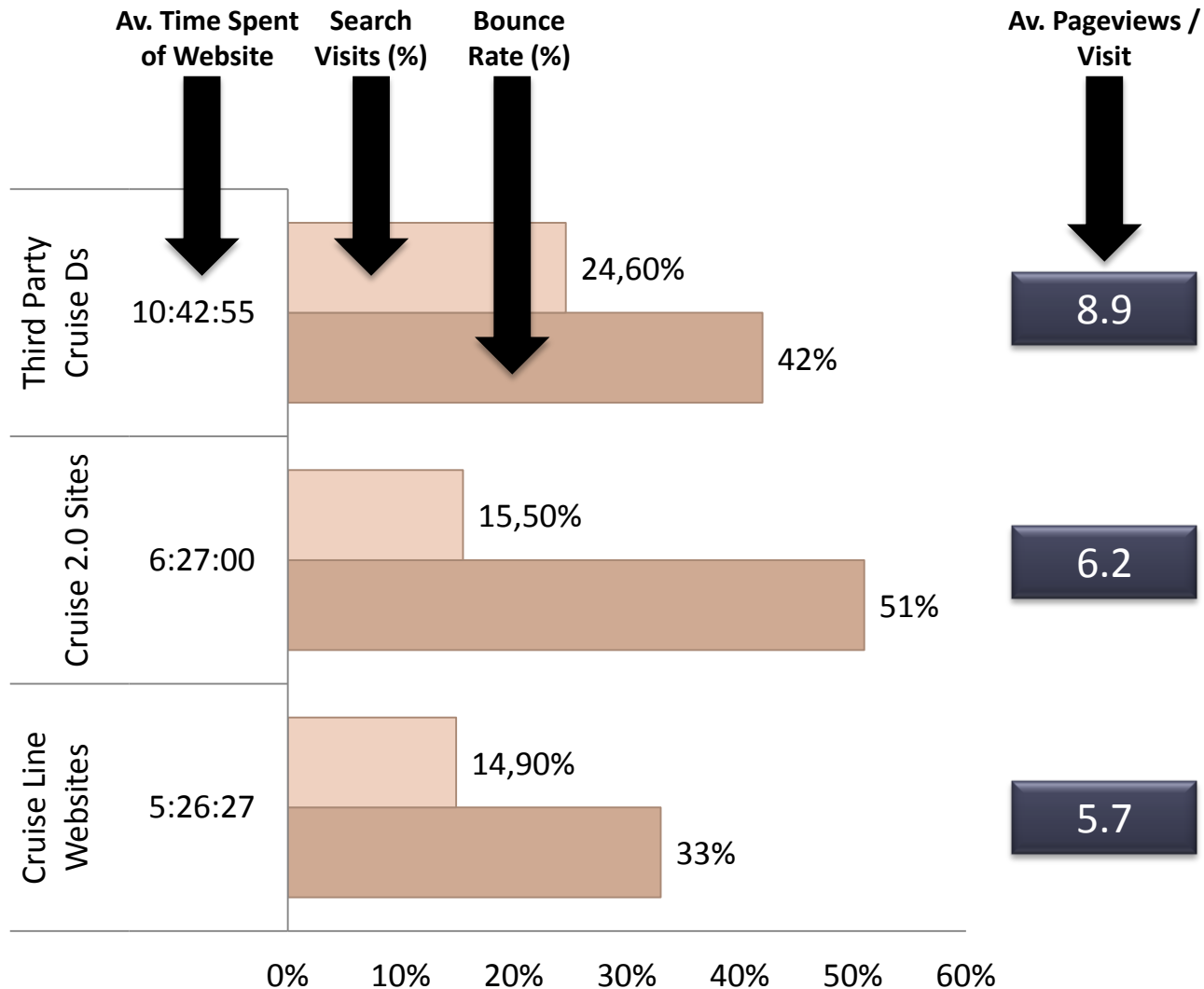
90% of the brands recorded Facebook as a top destination site after leaving the brand site*.

Facebook alone accounts for **12.3%** of all consumer time on the Internet*

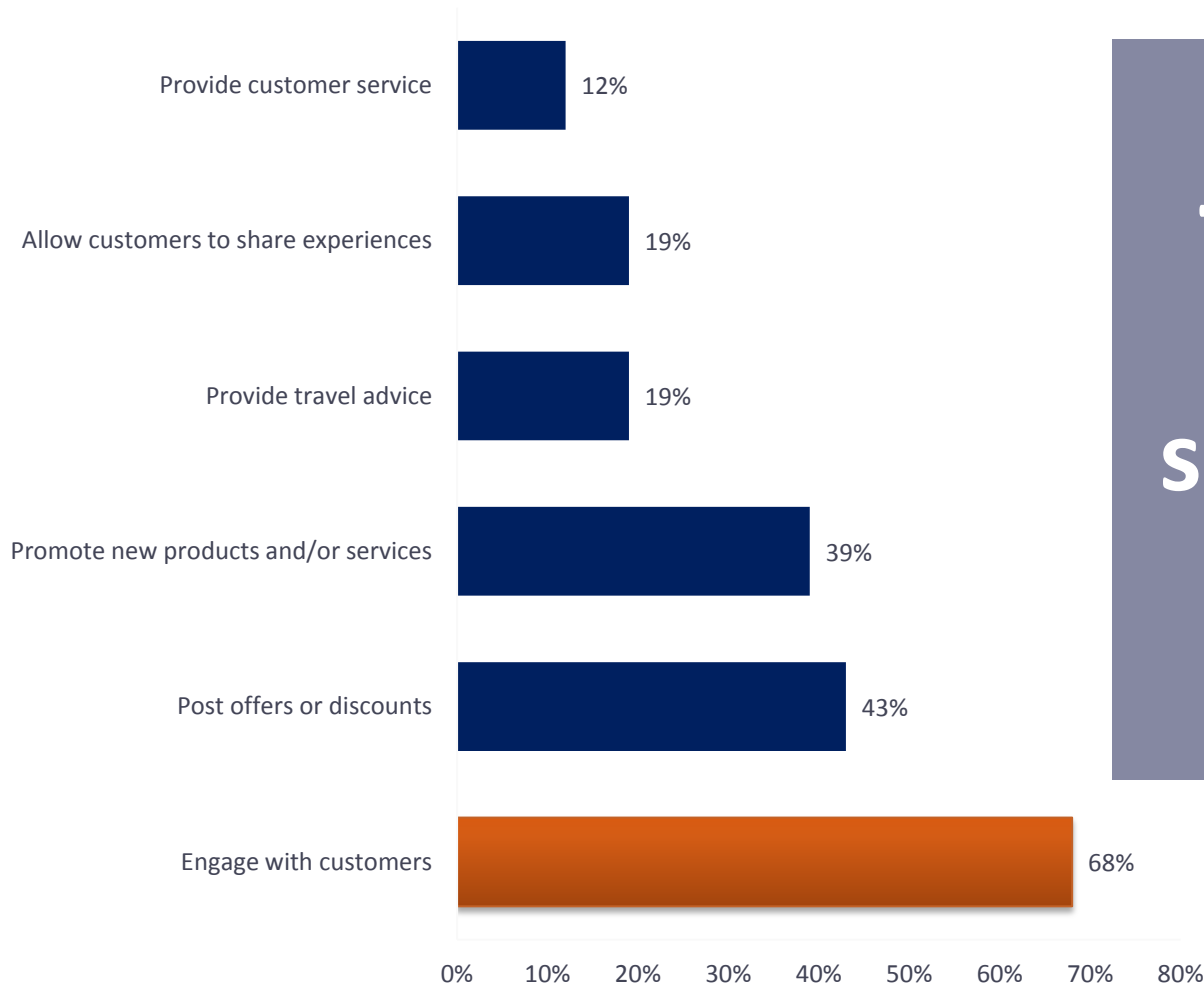
Over **60%** of travelers worldwide use social media travel-related sites**

78% registered Facebook as a top-eight source of referral traffic*

Key e-Competence Indicators: *Cruise-Related Websites**



Cruise Specialists & Social Networks...



Source Data: Amadeus & CLIA (2011)

“Against expectations,
72% of the specialists
without Websites use
social networks as
an effective
substitute!”*

Brand Promotion Possibilities?!

263 comments,
744 people 'Likes'...
since yesterday!

Cruise Critic
Yesterday

A big 'ol tip of the hat to Captain Greybeard for revealing the hull design for Norwegian Cruise Line's Breakaway. Painted by Peter Max. Love it or hate it? <http://bit.ly/OMY5aa>



Like · Comment · Share

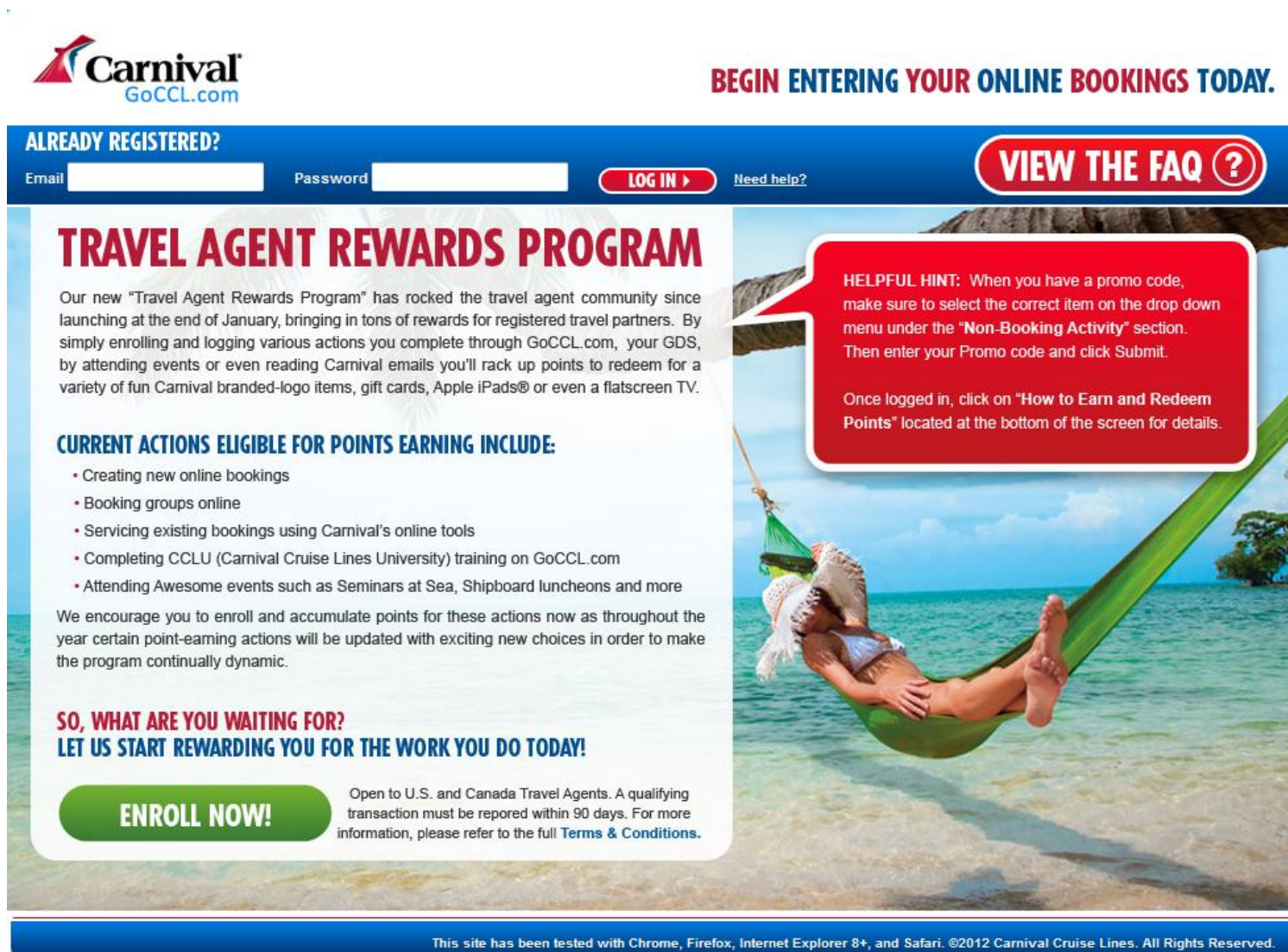
100

744 people like this.

View all 263 comments

What the Cruise Companies Do...

Carnival Cruises: "Travel Agent Reward Programme"



Carnival
GoCCL.com

BEGIN ENTERING YOUR ONLINE BOOKINGS TODAY.

ALREADY REGISTERED?

Email Password **LOG IN >** [Need help?](#) **VIEW THE FAQ ?**

TRAVEL AGENT REWARDS PROGRAM

Our new "Travel Agent Rewards Program" has rocked the travel agent community since launching at the end of January, bringing in tons of rewards for registered travel partners. By simply enrolling and logging various actions you complete through GoCCL.com, your GDS, by attending events or even reading Carnival emails you'll rack up points to redeem for a variety of fun Carnival branded-logo items, gift cards, Apple iPads® or even a flatscreen TV.

CURRENT ACTIONS ELIGIBLE FOR POINTS EARNING INCLUDE:

- Creating new online bookings
- Booking groups online
- Servicing existing bookings using Carnival's online tools
- Completing CCLU (Carnival Cruise Lines University) training on GoCCL.com
- Attending Awesome events such as Seminars at Sea, Shipboard luncheons and more

We encourage you to enroll and accumulate points for these actions now as throughout the year certain point-earning actions will be updated with exciting new choices in order to make the program continually dynamic.

SO, WHAT ARE YOU WAITING FOR?
LET US START REWARDING YOU FOR THE WORK YOU DO TODAY!

ENROLL NOW!

Open to U.S. and Canada Travel Agents. A qualifying transaction must be reported within 90 days. For more information, please refer to the full [Terms & Conditions](#).

HELPFUL HINT: When you have a promo code, make sure to select the correct item on the drop down menu under the **"Non-Booking Activity"** section. Then enter your Promo code and click Submit.

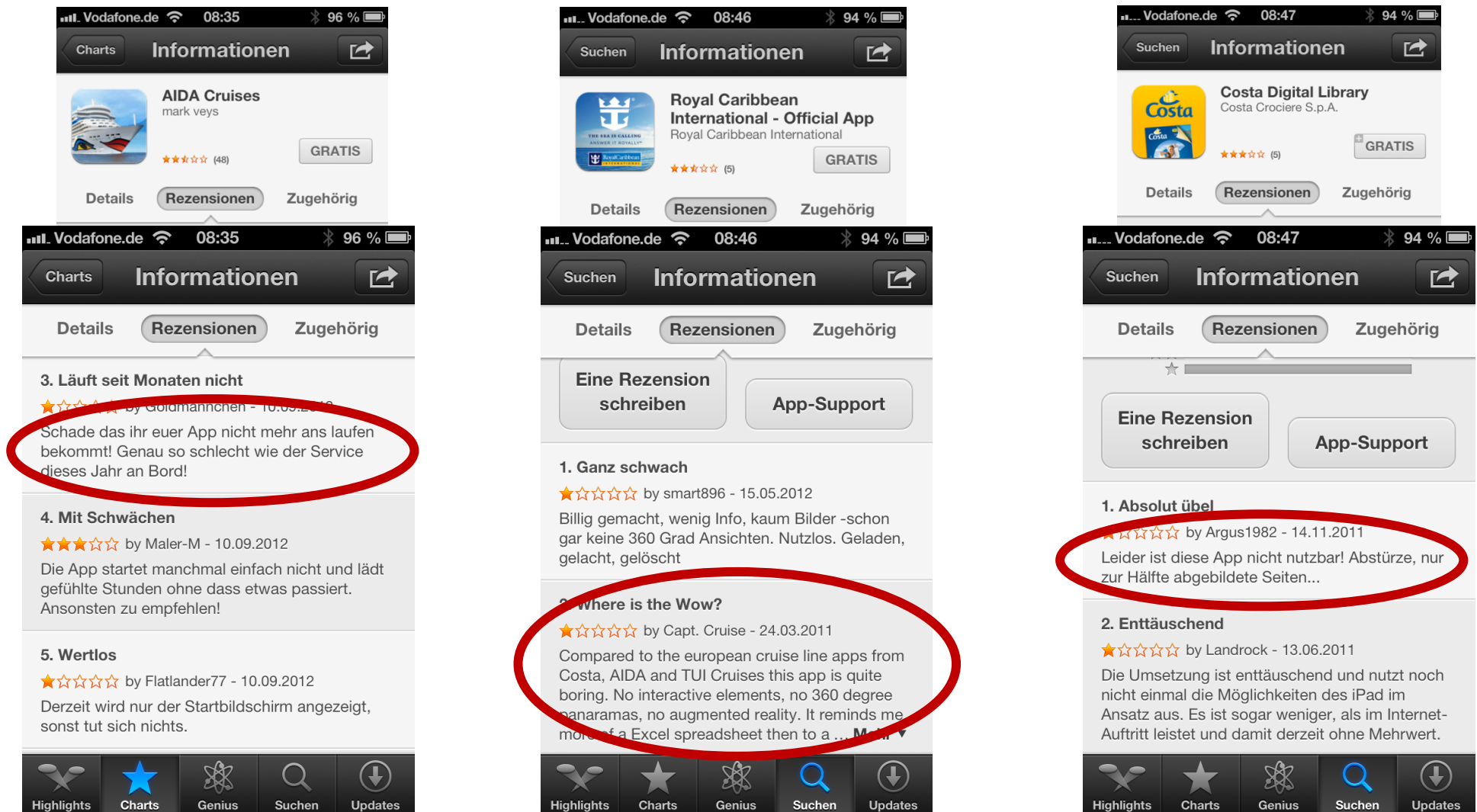
Once logged in, click on **"How to Earn and Redeem Points"** located at the bottom of the screen for details.

This site has been tested with Chrome, Firefox, Internet Explorer 8+, and Safari. ©2012 Carnival Cruise Lines. All Rights Reserved.

While managers are managing
the **technology**, the
democratisation of
information is generating
more 'expert' guests and
'guest' experts...

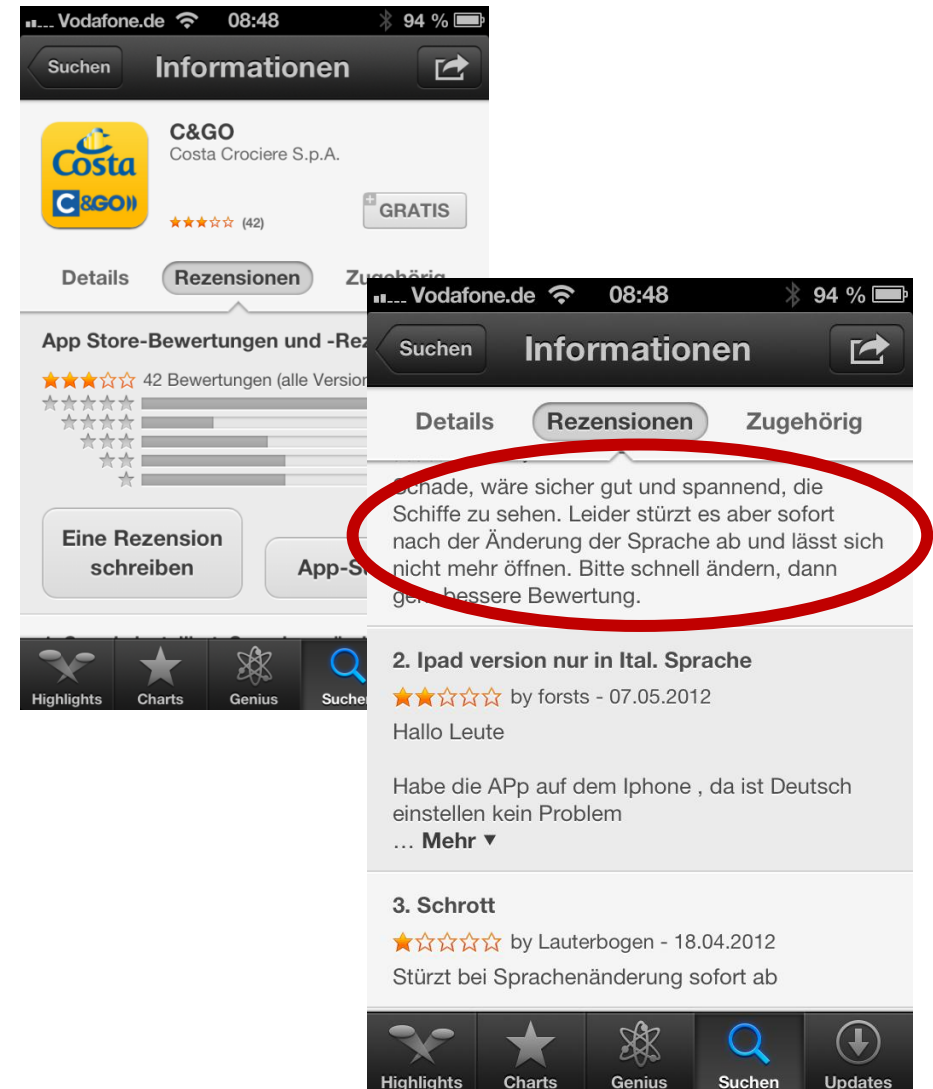
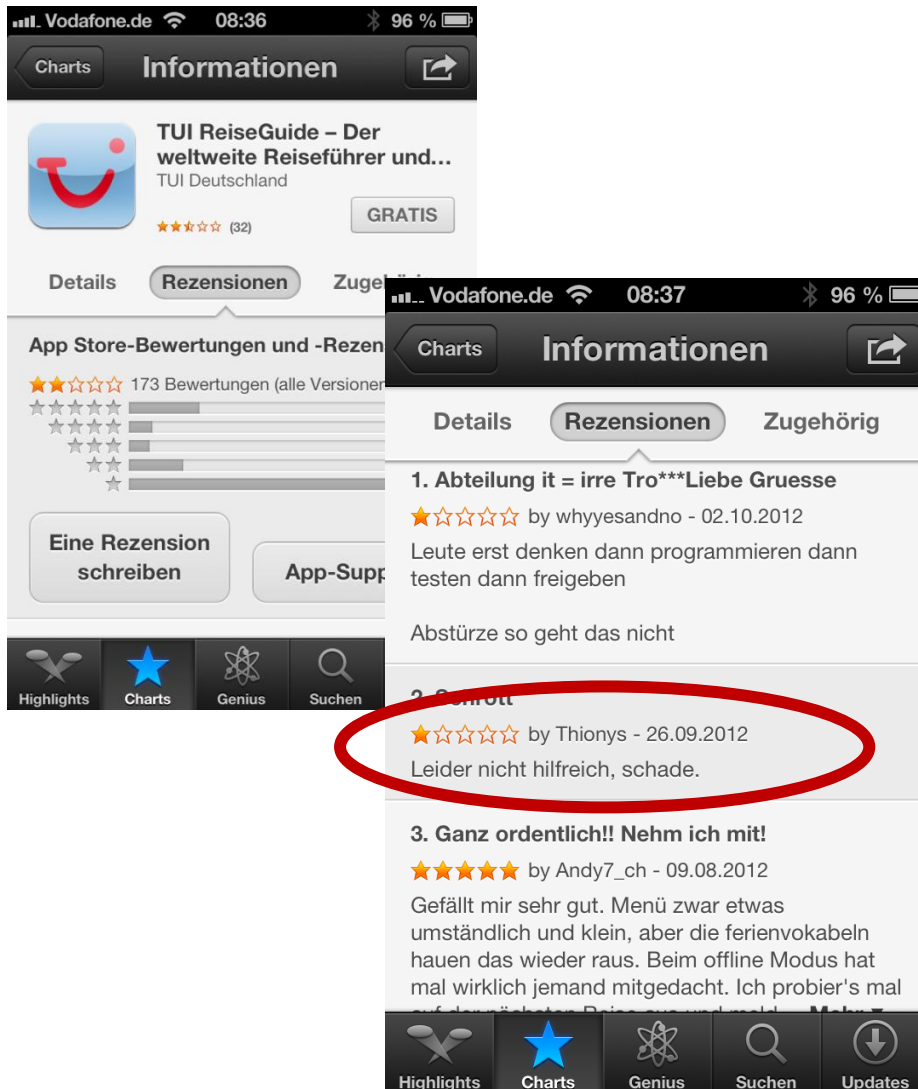
Cruise Online / Mobile Presence represents the Brand

It needs to work!



... It must add value for the guest!

Usefulness & Usability



Costa Cruises... Human Touch?



A screenshot of the Costa Cruises website in German. The header features the Costa logo and navigation links: Home, Reiseziele, Unsere Flotte, Urlaub mit Costa, Schon gebucht?, CostaClub, Angebote, Unternehmen. The main banner shows a group of people on a ship deck with the text "Costa Landausflüge zu Hause davon träumen, während der Kreuzfahrt live erleben." Below this, there's a section titled "Erfahren Sie hier, wie Sie Ihre Kreuzfahrt individuell gestalten können." with a sub-header "Machen Sie Ihre Costa-Kreuzfahrt einzigartig. Bereits von zu Hause aus, können Sie zahlreiche Sonderleistungen und erlebnisreiche Landausflüge buchen." A sidebar on the left lists "Nützliche Informationen" with links to Landausflüge, Sonderleistungen, Spezialitätenrestaurants, Einreisebestimmungen, and Reiseversicherung. The bottom section features a search bar, a "Kostenlos" button, and a "Kostenlos" button. There are also links to "Kostenlos", "Kostenlos", and "Kostenlos".



Costa Click Academy... On Second Life!

CostaClick.COM


Cruising Italian Style... That's Amore™
Wednesday, September 17, 2008



✦ JULY 2007. A MILLION CUSTOMERS IN ONE YEAR

We would like to take this opportunity to thank all the Travel Agencies who have contributed towards this landmark.

[Click here for more details](#)

✦ Costa Cruises, proud to be the first shipping company in the world to obtain the Best4 certification.

Certification Best4 attests respect of the highest international standards in Quality, Safety, Environment and Social Accountability.

✦ Agency

Username

Password

[Forgot your password?](#)

✦ New users area

If you have not yet been authorized to use CostaClick.com, please click the Activation icon below...

✦ Find a News item

» [View last 10 News items](#)

» [View this month's News items](#)

✦ News

8/11/2008

A Spa Escape that Gives Your Clients a Vacation Within a Vacation: Costa's Samsara Spa Experience

8/7/2008

Costa Cruises Celebrates 100th Sailing in China

8/4/2008 **Brand New Vespa Given to 60th Graduate of Costa Online Sales Training Academy (C.O.S.T.A.)**

7/31/2008

The Winter European Off-Season is "On" with Costa's Budget Friendly Mediterranean Sailings

→ What is CostaClick?

Costaclick is a website for Costa Cruises partner Travel Agencies.

[Continue](#)

→ Costa Site

Visit the Costa Internet site

[Continue](#)

→ Our fleet

Discover all the secrets of our fleet. Come on board and enjoy virtual tours and pictures. [Continue](#)

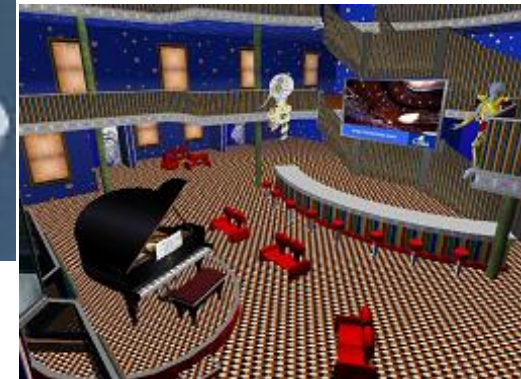
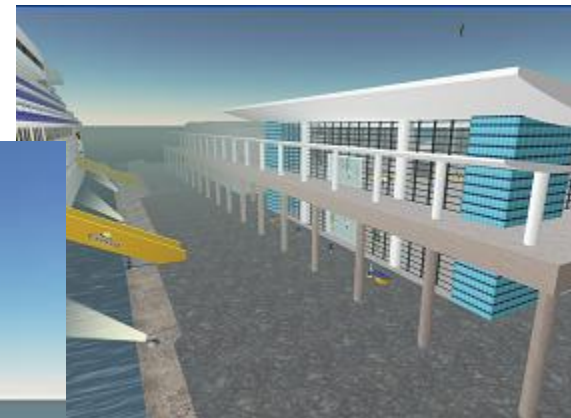
→ Help Desk

If you're a travel agent and you'd like more information...

[Continue](#)



Costa & Second Life.... A game?



tripadvisor®
get the truth, then go.™

Destinations Fun & Games Just For Members

Get Advice from Real Travelers — 21,705,695 Travelers from

HOLIDAYCHECK
Weil es Dein Urlaub ist

Startseite Mitmachen Reiseangebote Schiffe meinHolidayCheck Reiseforum Magazin Service

Suche: Jetzt suchen Erweiterte Suche Jobs bei HolidayCheck

HolidayCheck Online-Reisebüro, Top-Preise und gepörrte Qualitt

Bewertungen, Bilder, Videos und Reiseangebote fr Schiffe

Hier finden Sie Schiffsbewertungen, Schiffsbilder und Schiffsvideos von anderen Gsten. Machen Sie mit und helfen Sie anderen Urlaubern mit Ihrer Reiseerfahrung.

Jetzt ein Schiff bewerten Jetzt ein Bild hochladen Jetzt ein Video hochladen

Die neuesten ...

Schiffsbewertungen

Finden Sie

Name A-Z

CRUISE OPINIONS

Home Beginners Guide Cruise Destination Guides Cruise Ship Reviews General Tips on Cruises Boat Reviews Press Releases

September 15, 2008

Alle Schiffe

Schiffe sortie

USA TODAY AND PRINCESS CRUISES ANNOUNCE "ROMANCE ON THE RUBY" CRUISE CONTEST

Machen Sie mit und gewinnen Sie die Chance, die Romantik der Ruby Princess zu erleben. Besuchen Sie uns auf unserer Website, um mehr ber die Ruby Princess zu erfahren und um die Chance zu gewinnen, die Ruby Princess zu gewinnen.

PRINCESS CRUISES

escape completely™

Visit romanceontheruby.usatoday.com for a Chance to Win a Trip to the Inaugural of Princess Cruises' Newest Ship, Ruby Princess

facebook

Email:

Password:

☐ Remember me

Login

facebook

Facebook is a social utility that connects you with the people around you.

XING

Job and career opportunities on XING

Find jobs that match your profile and get found by potential employers

Join XING for free!

XING powers relationships for the world's business professionals

studivZ

STUDIVERZEICHNIS

Bist Du schon drin?

Jetzt kostenlos anmelden!

- Finde andere Studenten an Deiner Hochschule
- Finde alte Freunde wieder
- Finde heraus, wer wen ber welche Ecken kennt

E-Mail:

Password:

Eingeben

Immatrikulation

Einflecke studivZ

Was bringt mir das?

AGB Impressum Jobs Banner Impressum Datenschutz Verhaltenskodex Sicherheit

Expedia.de

Reisen. Wo, wann, wozu du willst.

Home Flug Hotel Mietwagen Events Tickets Click&Mix Last Minute Urlaubsa

Anmelden Stichwortsuche Kundenservice & Hilfe Firmenkunden Hier Hotelpartner werden

Retail

The 'irrelevant' cruise operator website??

Social networking

Cruise description & supplementary content

urlaub.de

Endlich Urlaub.

Urlaubsuche Stichwort eingeben... Suche Hotline +49 (0) 1803/50 01 11

Pauschalurlaub Lastminute & More Hotels Flug Skilurlaub Ferienwohnung Rundreisen Kreuzfahrten Urlaubsmagazin

Wo? Abflughafen Wann? Frhster Hinflug Wer? Reiseziel Sptester Rckflug Reiseziel Kreuzfahrten 29. Marz 09 Kind 1 Kind 2 Kind 3 (Altere Reisende) alle Regionen Reisedauer

Weitere Suchoptionen

Reisetermine

Reiseveranstalter Zimmerkategorie Kreuzfahrtnamen

Kategorie Verpflegung

☐ inkl. Flug und Transfer ☐ ohne Flug und Transfer

Suche

Urlaub auf dem Wasser

Kreuzfahrten Nehmen Sie Kurs auf spannende Urlaubsziele, fremde Kulturen und genießen Sie den Blick ber die Weite des Meeres. ab 429 € p.P.

Ägypten/Nil 7 Tage, LP/HP ab 489 € p.P.

Karibik ab Miami 7 Tage, LP/VP ab 749 € p.P.

Trkei 7 Tage, LP/VP ab 468 € p.P.

YouTube

EUROPE a never-ending journey

CONTACTS AND TRAVELERS

HOME ABOUT EUROPE WHERE TO GO THINGS TO DO ACCOMMODATION HOW TO TRAVEL USEFUL INFO IMAGES TOOLBOX

Useful Information

Interak

Satelles

Know before you go

Useful Information

Activities

Google Custom Search

Search visiteurope.com

© Alexis Papathanassis & Insa Beckmann

19

There is a need to **re-define**
the purpose, scope, content
and interfacing of the
Corporate Website

The background of the slide is a grayscale photograph of ocean waves. The waves are breaking, creating white foam and spray. The sky is overcast with soft, diffused light. The overall tone is somewhat somber and professional.

GUEST-SPENDING CONTROL

Beyond Internet Access on Board

What the Cruise Companies Do...

Oceania Cruises: “A Laptop with WiFi for every Cabin”

Share | Guest Services | Germany (Change) | English | Welcome, Log In or Register

OCEANIA CRUISES®
Your World. Your Way.®

EUROPE | S. PACIFIC | N. AMERICA | ASIA | AFRICA | S. AMERICA | CARIBBEAN | GRAND VOYAGES | TRANSOCEANIC

HOME | ITINERARIES | PROMOTIONS | EXPLORE SHIPS | EXPLORE ASHORE | BROCHURES | CRUISE PLANNER | ALREADY BOOKED

Lifestyle and Activities • Fine Dining • Suites and Staterooms • Points of Distinction Videos

Home > Explore Ships > Riviera > Suites & Staterooms > Suites Staterooms

Explore Riviera

May we help you ?



Riviera Ship Information

Ship Information | Suites and Staterooms | Dining | Lifestyle and Activities

Suites | Veranda | Ocean View | Inside Staterooms

Owner's Suite (OS) [VIEW DETAILS](#)

Vista Suite (VS) [VIEW DETAILS](#)

Oceania Suite (OC) [VIEW DETAILS](#)

Penthouse Suite (PH1) [VIEW DETAILS](#)

Penthouse Suite (PH2) [VIEW DETAILS](#)

Penthouse Suite (PH3) [VIEW DETAILS](#)

PRINT DECK PLAN
WATCH VIDEOS
VIRTUAL TOURS

- Select Tour -

REGISTER FOR EMAIL UPDATES
Click here to register for special offers and itinerary updates.



Interactive Deck Plan

Suite Amenities

- Exclusive Access to Executive Lounge Staffed by a Concierge
- Prestige Tranquility Bed, an Oceania Cruises Exclusive, with 1,000-Thread-Count Linens
- 24-Hour Butler Service
- Private Veranda
- Welcome Bottle of Champagne
- Refrigerated Mini-Bar with Free and Unlimited Soft Drinks and Bottled Water Replenished Daily
- Full-Size Jacuzzi Tub
- Priority Check-In and Early Embarkation
- Priority Luggage Delivery
- Priority Restaurant Reservations in Toscana, Polo Grill, Jacques and Red Ginger
- Laptop Computer with Wireless Internet Access++
- Complimentary and Extensive 24-Hour Room Service
- Bvlgari Toiletries
- Thick Cotton Robes and Slippers
- Cashmere Lap Blanket
- LCD Flat-Screen Television
- CD/DVD Player with an Extensive Media Library
- Grohe Handheld Shower Heads
- Security Safe
- Handheld Hair Dryer
- Direct Dial Satellite Phone and Cellular Service
- 110/220 Volt Outlets

++Internet usage charges apply.

What the Cruisers Want....

'Ultramodern Facilities & Entertainment' = Laptop!?

Survey by CruiseCompare.com

2,000 cruisers & their technology*

► Findings (Usage on Board):

- 83% have used some form of technology when on a cruise holiday
- 76% web / Internet
- 69% MP3 players
- 52% mobile phones (perhaps too expensive)
- 31% Kindle-type devices
- 23% personal laptops
- 14% gaming consoles
- 9% tablets

Online Access Revenue?

► Findings (Reasons for Usage):

- 35% “out of habit”
- 31% Entertainment
- 29% Keeping in contact with home
- 27% Work
- 12% Researching ports and destinations
- 6% Boredom
- 2% Shopping

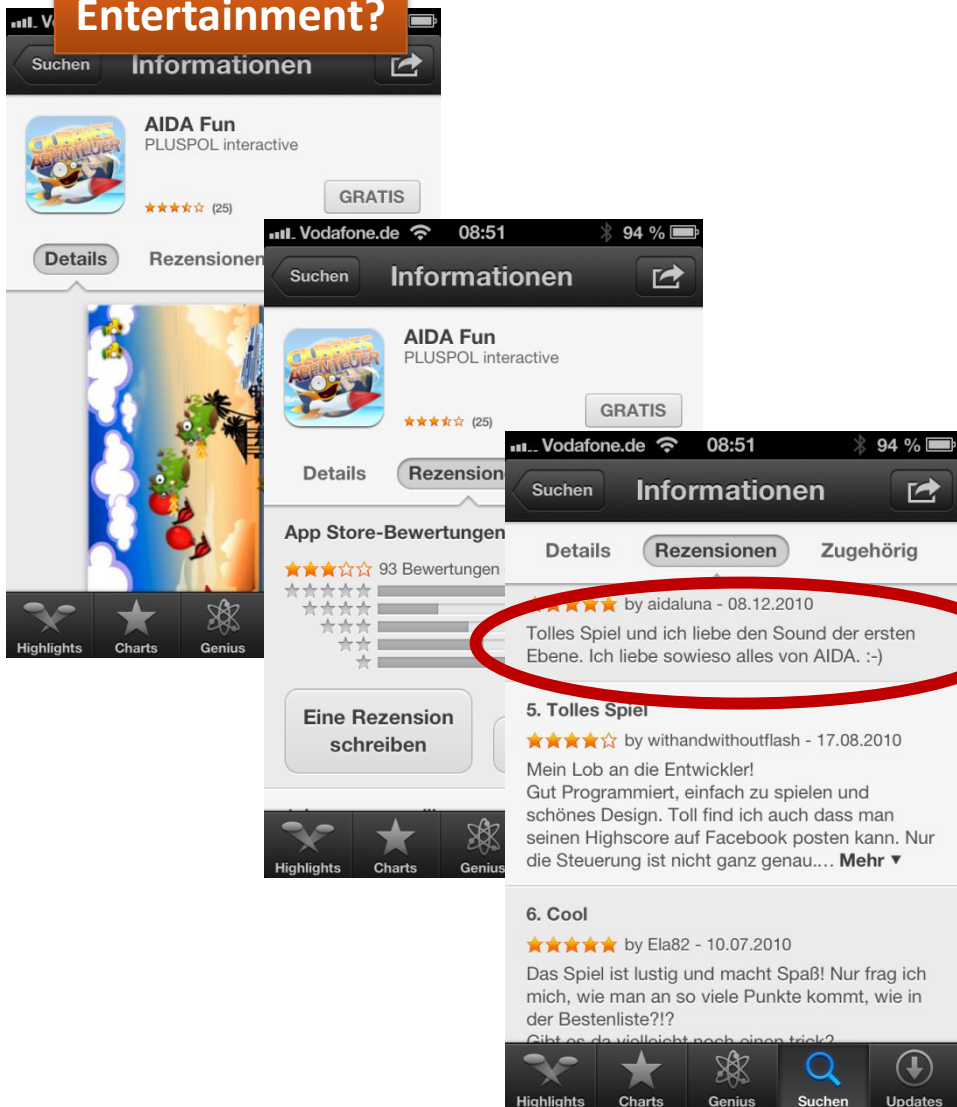
Online Services Revenue?

Technology usage and free
internet access on Board
are neither Amenities nor
Exciters; They are
Satisfiers...

Beyond the online / mobile brochure

Fun Factor!

Entertainment?



Safety Training?



Product Placement?



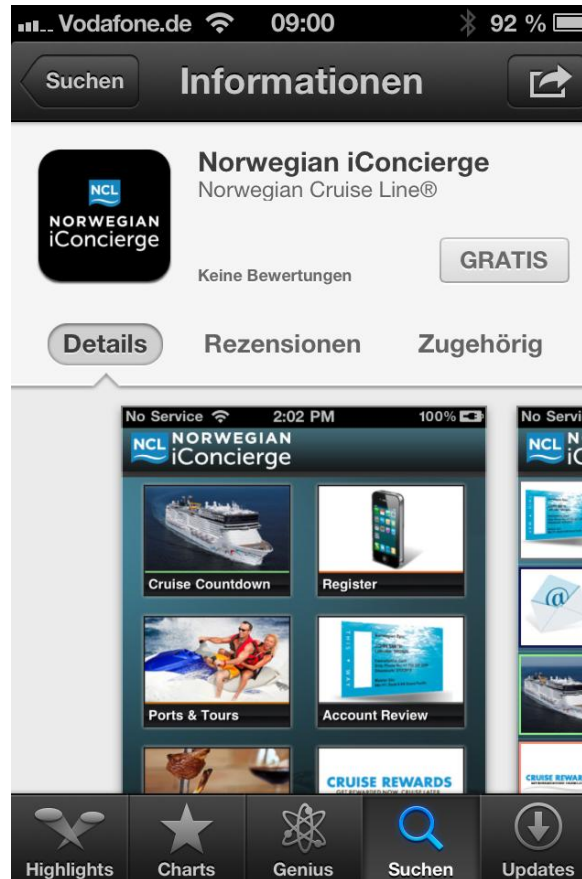
Brand Awareness?



Some other App examples



Destination / Activity Support



Onboard / Activity Support

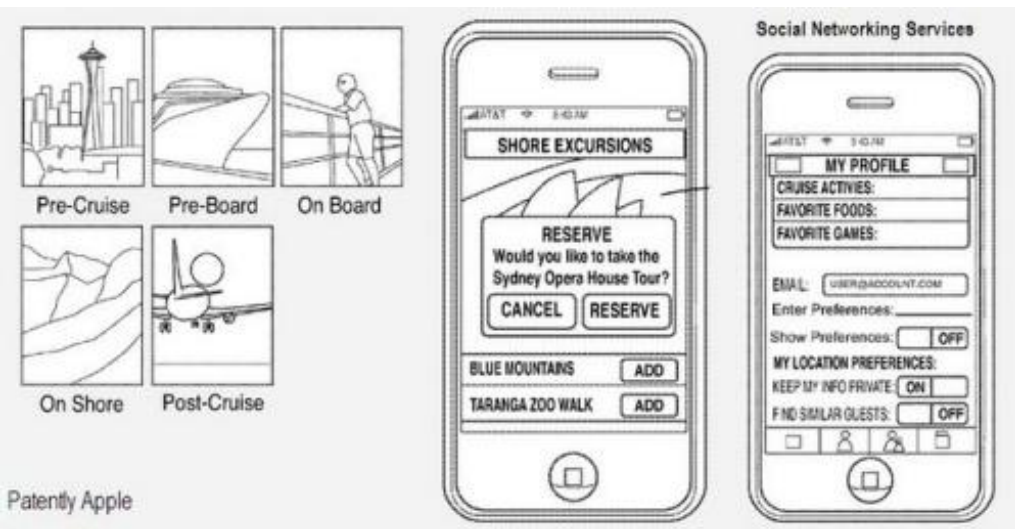


Information Aggregation

Usefulness!?

New Players...

Apple iTravel Cruise Patent



iTravel - Overview of the Cruise Package

FIG. 2

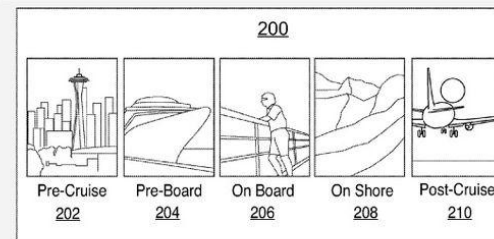
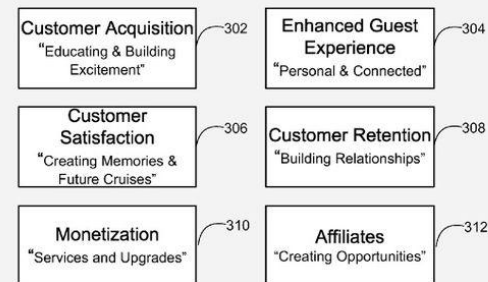
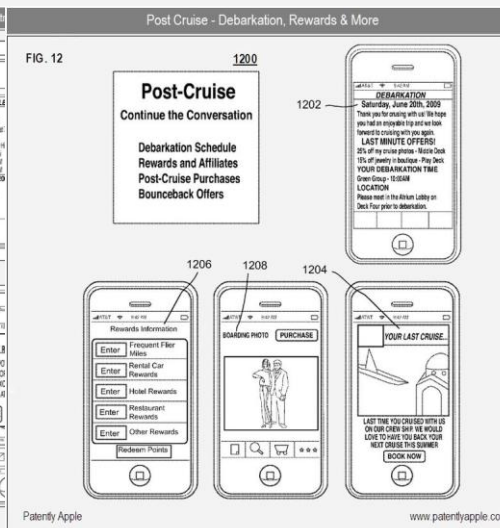
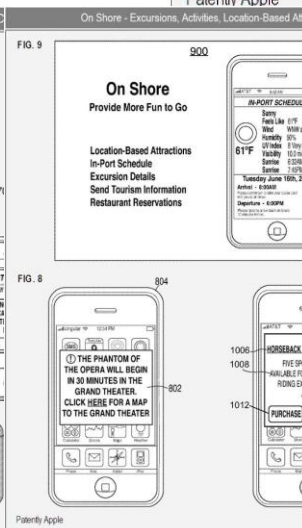
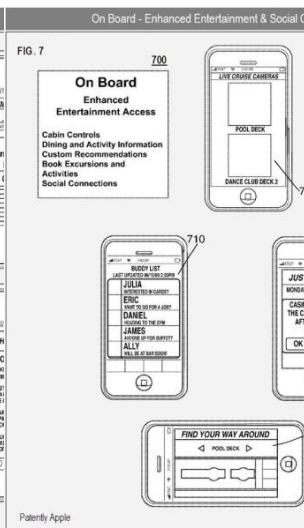
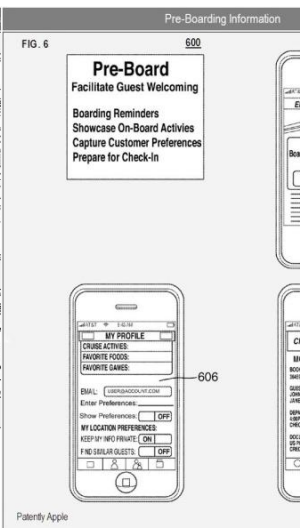
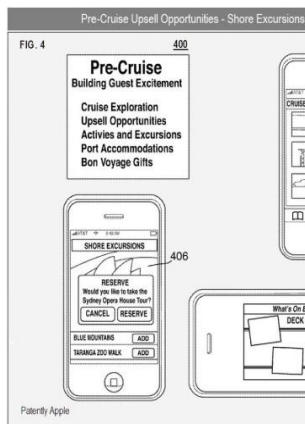


FIG. 3



Patently Apple

www.patentlyapple.com



The background of the slide is a grayscale photograph of ocean waves. The waves are breaking, creating white foam and spray. The image is slightly blurred, giving it a sense of motion. A dark blue horizontal band is overlaid across the middle of the image, containing the title and subtitle text.

COMMUNICATION CONTROL

'Big Brother is being Watched'

Guest Cruise Reviews

Guest Empowerment & Multiplication Effects



[Redacted] [Redacted] [Redacted]

We have been on 5 cruises prior to this cruise. We would not ever consider cruising on Costa again nor would we recommend it to friends or family. Of all our prior cruises we never had a... [read more](#)

73 users found this review helpful.

[Redacted] [Redacted] [Redacted]

Worst cruise out of the 13 I've been on. The most rude people I have ever encountered on land or sea. Costa has cut back to the bare bones and it shows everywhere. The crew seems unhappy as well... [read more](#)

29 users found this review helpful.

[Redacted] [Redacted] [Redacted]

We chose this cruise line for the initial reason of the price. It also helped that they offer a kids sail free program and in this economy, who can't say that's a welcome treat. We had an excellent... [read more](#)

58 users found this review helpful.

1 cruise, 3
dissatisfied
guests, 160
readers!

Reputation 2.0

“Cruise Leaks” – Big Brother is being watched!

Critics & Interest Groups

- Tax avoidance – Flags of convenience
- Environmental Externalities (Friends of the Earth Scorecard)

Suppliers

- Economic Impacts at Source Markets
- Destination limitations (Seasonal, infrastructural)

Customers

- Mass Cruising
- Overcrowding
- Safety
- Criminality on board (Balancing security with recreation)

Employees

- Image issue (‘Sweatships’)
 - Intl Transport Workers’ Federation (ITF)
 - International Labour Organisation (ILO)
- Crew living & employment conditions



The age of online
transparency has
arrived...What happens
at sea does not stay at
sea anymore!

The background of the slide is a grayscale photograph of ocean waves. The waves are breaking, creating white foam and spray. The sky is overcast with soft, diffused light. The overall tone is professional and dynamic.

E-CRUIISING STRATEGY

Managing the Extended System Landscape

Cruise e-Strategy Dimensions (EBC Model)

Touching the customer... virtually & humanly!

		Mass - Budget	Mid - Standard	Niche - Luxury
<div>Company</div> <div>Virtual</div> <div>Stationary</div>	Website	Exposure & efficiency <ul style="list-style-type: none"> • Online brand development (Pull) • Search-engine optimisation • Content-width • Structure & visitor workflow 	Enrichment <ul style="list-style-type: none"> • Website promotion (Push) • Content mgt & control structures • Content-depth • Navigation efficiency • Price transparency 	Experience <ul style="list-style-type: none"> • Content multimediality & interactivity • GUI customisability • Incorporation of user-generated content
	Landscape	Blockade <ul style="list-style-type: none"> • Online brand protection (Legal) • Content protection (Screen-scraping) 	Backup – partnership <ul style="list-style-type: none"> • 3rd party content integration • Online co-branding • Mergers & alliances 	Best-partnership <ul style="list-style-type: none"> • Social networking support • Online-rating integration & optimisation
	Channels	Co-opetition <ul style="list-style-type: none"> • Price advantage • Marketplace /portal character 	Co-existence <ul style="list-style-type: none"> • Price parity • Structural guarantees • Anti-cannibalisation measures & incentives 	Co-evolution <ul style="list-style-type: none"> • Exclusive access to content & offers • Incentives for cross-referral (online-offline)

Some Relevant Research...

"The Ship is still Sailing"

Online Data Mining:

"Are Onboard Questionnaires necessary?"
"Guests use the internet to gather information... Do you?"

- Automated approaches:
 - Quantitative Approaches: Counting and summarising positive / negative responses (Ref. i)
 - Qualitative Approaches: Extracting topics / issues, clustering and prioritising them (Ref. j, e)
- But can also be done manually – need for a methodology / systematic approach

Online Presence:

"Is the website useful for you... or for the guest?"

- Correlation between website e-quality and guest satisfaction / loyalty (Ref. a)
- Usefulness above aesthetics (Ref. b, c)
- Users prefer 3rd party websites (comparison and choice render them more useful) (Ref. b)
- Source market cultural fit in website design

Social Network Management:

"Do you trust your guests and do you believe in your services?"
"

- Guests are sophisticated and efficient when assessing online reviews and content is dominant (Ref. d)
- Online reviews regardless positive or negative increase guest consideration and it does not really matter if the reviewer is an expert (Ref. g):
- Reviews have a significant impact on online bookings (Ref. H): 10% increase of reviews = 5% increase in sales)

- a) Ho, C.L. & Lee, Y.L (2006). The development of an e-travel service quality scale, *Tourism Management*, 28(6): 1434-1449
- b) Morosan, C. Jeong, M. (2008). Users' perceptions of two types of hotel reservation Web sites, *International Journal of Hospitality Management*, 27(2): 284-292
- c) Papathanassis, A. & Brejla, P. (2011). Tourism Extranet Acceptance in the Cruise Distribution Chain: The Role of Content, Usability, and Appearance. *Information Technology & Tourism*, 13(2): 105-117
- d) Papathanassis, A. & Knolle, F. (2011). Exploring the adoption and processing of online holiday reviews: A grounded theory approach, *Tourism Management*, 32(2): 215-224
- e) Sohns, K. , Breitner, M. & Papathanassis, A. (2011). Online Content Mining Technologies for the Cruise Industry: State-of-the-Art and Acceptance, *European Journal of Tourism, Hospitality & Recreation*. 2(3): 55-77
- f) Sparks, B.A. & Browning, V. (2011). The impact of online reviews on hotel booking intentions and perception of trust, *Tourism Management*, 32(6): 1310-1323
- g) Vermeulen, I.E. & Seegers, D. (2009). Tried and tested: The impact of online hotel reviews on consumer consideration, *Tourism Management*, 30(1): 123-127
- h) Ye, Q. , Law, R. , Gu, B. & Chen, W. (2011). The influence of user-generated content on traveler behavior: An empirical investigation on the effects of e-word-of-mouth to hotel online bookings, *Computers in Human Behavior*, 27(2): 634-639
- i) Ye, Q. , Zhang, Z. & Law, R. (2009). Sentiment classification of online reviews to travel destinations by supervised machine learning approaches, *Expert Systems with Applications*, 36(3): 6527-6535
- j) Zhan, J. , Loh, H.T. & Liu, Y. (2009). Gather customer concerns from online product reviews – A text summarization approach, *Expert Systems with Applications*, 36(2): 2107-2115

THE BUSINESS AND MANAGEMENT OF OCEAN CRUISES

M. Vogel, A. Papathanassis and B. Woilber

Papathanassis / Lukovic
Vogel Eds.

Alexis Papathanassis
Tihomir Lukovic
Michael Vogel Editors



Cruise Tourism and Society

Cruise Tourism and Society

A Socio-economic Perspective

IN Cruise Tourism & novaTION

Improving Passengers'
Experiences and Safety

Edited by:
A. Papathanassis
M.H. Bretnier
A. de Groot

Hochschule Bremerhaven

Prof. Dr. Alexis Papathanassis
Cruise Management & e-Tourism

An der Karlstadt 8 · Raum 5 5.33
D-27568 Bremerhaven

Telefon +49 (0) 471 48 23-532

Telefax +49 (0) 471 48 23-285

E-mail: apapathanassis@hs-bremerhaven.de

www.cim.hs-bremerhaven.de

www.cruiseresearchsociety.com

Privat:

Lohmannstraße 16

D-27568 Bremerhaven

Telefon +49 (0) 17 36 13 25 65

Telefax +49 (0) 72 11 51 52 81 70

E-mail: alexis@papathanassis.com

www.papathanassis.com

► Research Functions:

- Founder & Chairman of the **Cruise Research Society**
(<http://www.cruiseresearchsociety.com>)
- Co-Director of the **Institute for Maritime Tourism (IMT)** (<http://www.imt.hs-bremerhaven.de/>)
- Editorial Board Member of the Journal of the European Journal of Tourism, Hospitality and Recreation (EJTHR) – (<http://www.ejthr.com/>)
- Reviewer of the Tourism Management Journal (<http://journals.elsevier.com/02615177/tourism-management/>)

► Administrative Functions:

- Dean of Studies – Faculty of Business & Economics
- Chairman of the CIM Examinations Committee
- Member of the CIM Study Affairs Committee



THANK YOU

P. Gibson / A. Papathanassis
P. Milde (Eds.)
Cruise Sector Challenges
Making Progress in an Uncertain World

Alexis Papathanassis (Ed.)
Cruise Sector Growth
Managing Emerging Markets,
Human Resources, Processes
and Systems

A. Papathanassis / M. H. Bretnier
C. Schoen / N. Guhr (Eds.)
Cruise Management
Information and Decision Support Systems

Alexis Papathanassis (Ed.)
The Long Tail of Tourism
Holiday Niches and their Impact
on Mainstream Tourism



RESEARCH



RESEARCH



RESEARCH



RESEARCH