

Cruise Destination Development: “A Dwarf Challenging Giants” - The Case of Bremerhaven

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Cruise Management &

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**Maritime Tourism Summer School
University of the Aegean**

Rhodes 01-03 of September 2014



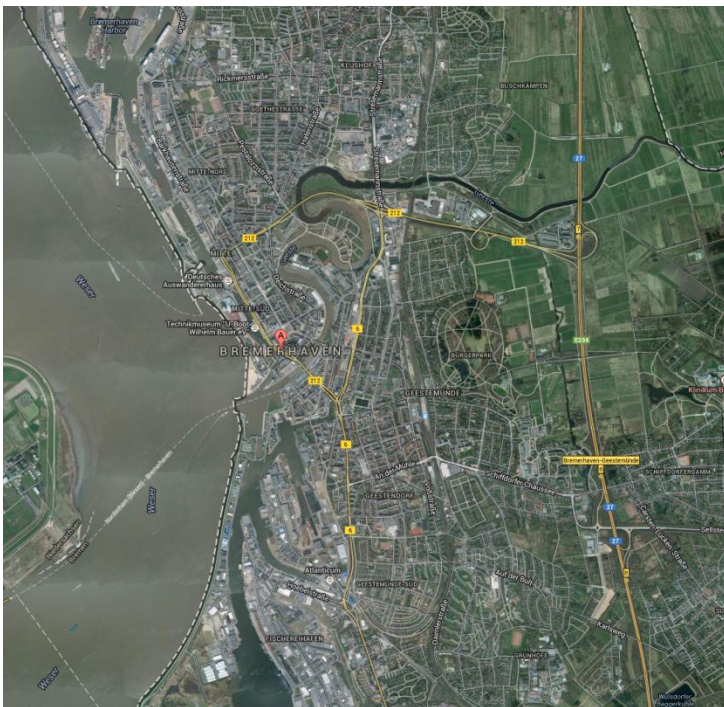
Cruise Research Society

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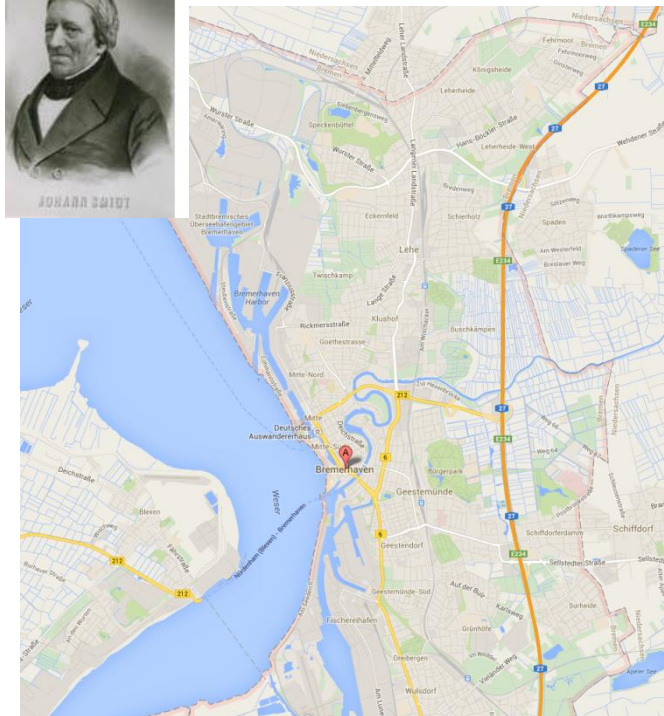
BREMEHAVEN CITY

From Ship-Building and Fisheries... To Tourism!

Bremerhaven... A History of Transformation

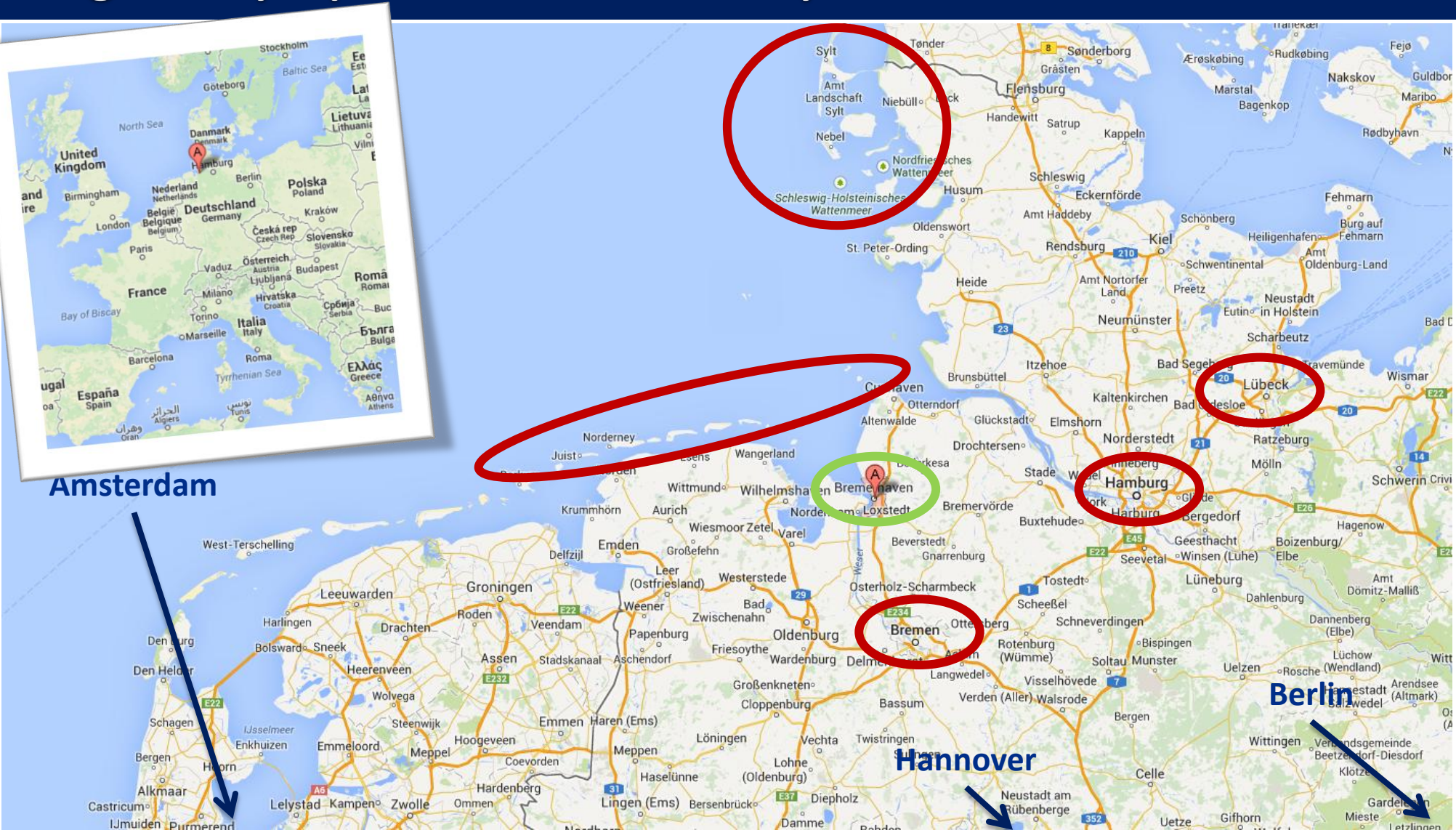


- ▶ 1827: City founded (Sold to Johann Schmidt from King Georg of Hannover)
- ▶ 1832: Shipping route to the US – Mass Emigration to the 'New World' (7 Mil Pax)
- ▶ 1896: 'Fischerei Hafen' was built. Development of Fishing and Shipbuilding
- ▶ 1960: Economic crisis (US Bases close, shipbuilding suffers), industrialisation of fish production
- ▶ 1970-Today:
 - Severe unemployment & social problems
 - Economic transformation hopes based on container business, wind-energy and tourism



Bremerhaven Location

Logistically-Optimal and Near Many Attractive Tourist Locations



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BREMEHAVEN TOURISM

Havenwelten & Fischereihafen

Centralised Tourism Attractions

Havenwelten



Mediterraneo...

A Shopping Mall with Mediterranean Flair



Sail... An Event with Sail Ships



SAIL 2015
BREMERHAVEN

12. – 16. August 2015



North Sea Tradition & Maritime Culture

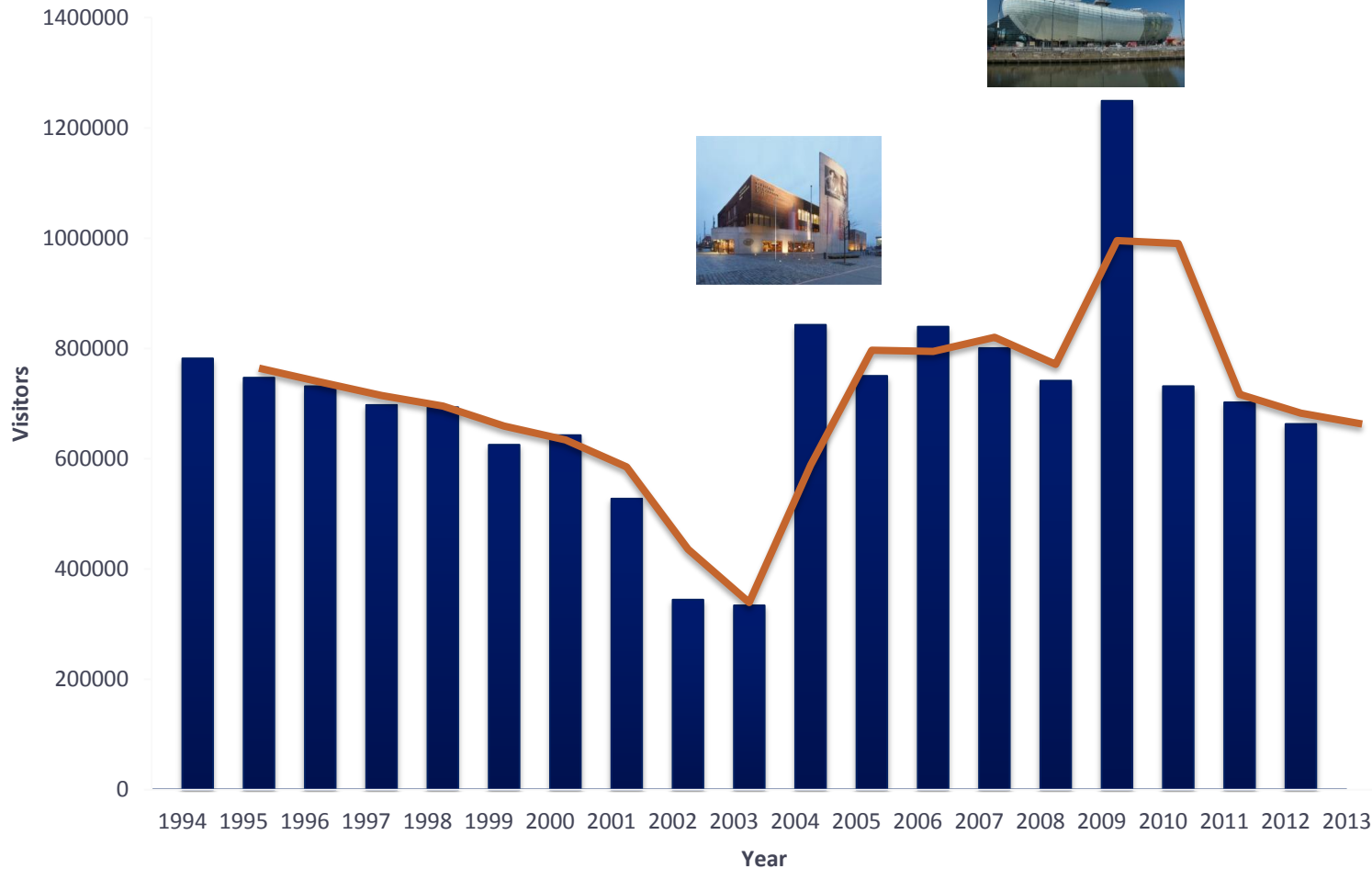
“Fishtown!”



Tourism Attraction Visitors

“Yo-Yo Effect”

Bremrhaven Attraction Visitors



Bremen Tourism:

- 2013: 1.7 Mil Overnight Stays
- Day Visitors – Av. €33.70 / Day
- Overnight Guests – Av. € 186.10 / Day
- 80% of Tourists come from Germany
- 70% of Visitors are Business Travellers

Bremerhaven Hotel overnight stays:

- 2012: 359,623
- 2013: 352,410

Bremerhaven Tourism Issues

Destination Image:

- Bremerhaven's city image within Germany / German media focus on social problems

Regional Competition:

- Regional tourism competition (Hamburg, Cuxhaven, Bremen, Rostock)
- Politics with the city of Bremen

Tourism Income & Benefits:

- Visitor numbers declining vs. Costs of maintaining attractions (Climate House and Emigration Center)
- Leisure visitors are mostly day-tourists and highly seasonal (only summer) – Limited benefits for local retail
- Hotel overnight stays also seasonal depending on events (e.g. Ship repairs, new ship inauguration)

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BREMEHAVEN PORT

The Columbus Cruise Terminal

Some Facts on the Bremerhaven Cruise Terminal

Location:

- City centre: 2 kilometres
- Airport (regional): 15 minutes to Bremerhaven
- Airport (international): 25 minutes to Nordholz, 45 minutes to Bremen
- Railway station: direct at the cruise terminal
- Bremerhaven main station 10 minutes

Terminal Facilities:

- Parking spaces for approx. 380 cars directly at the terminal and approx. 500 parking spaces within 1.000 meters
- Covered bus terminal with parking space for 20 busses and a digital guidance system
- Weather-protected gangways of different length
- Three waiting-rooms on different levels for approx. 4.000 passengers
- internet café
- café with a view of the cruise vessels and the Weser

Public Transport Options:

- Public bus stop directly in front of the terminal
- A dedicated railway connection
- Taxi rank in front of the building

Some Impressions...



Some Impressions...



Some Impressions...

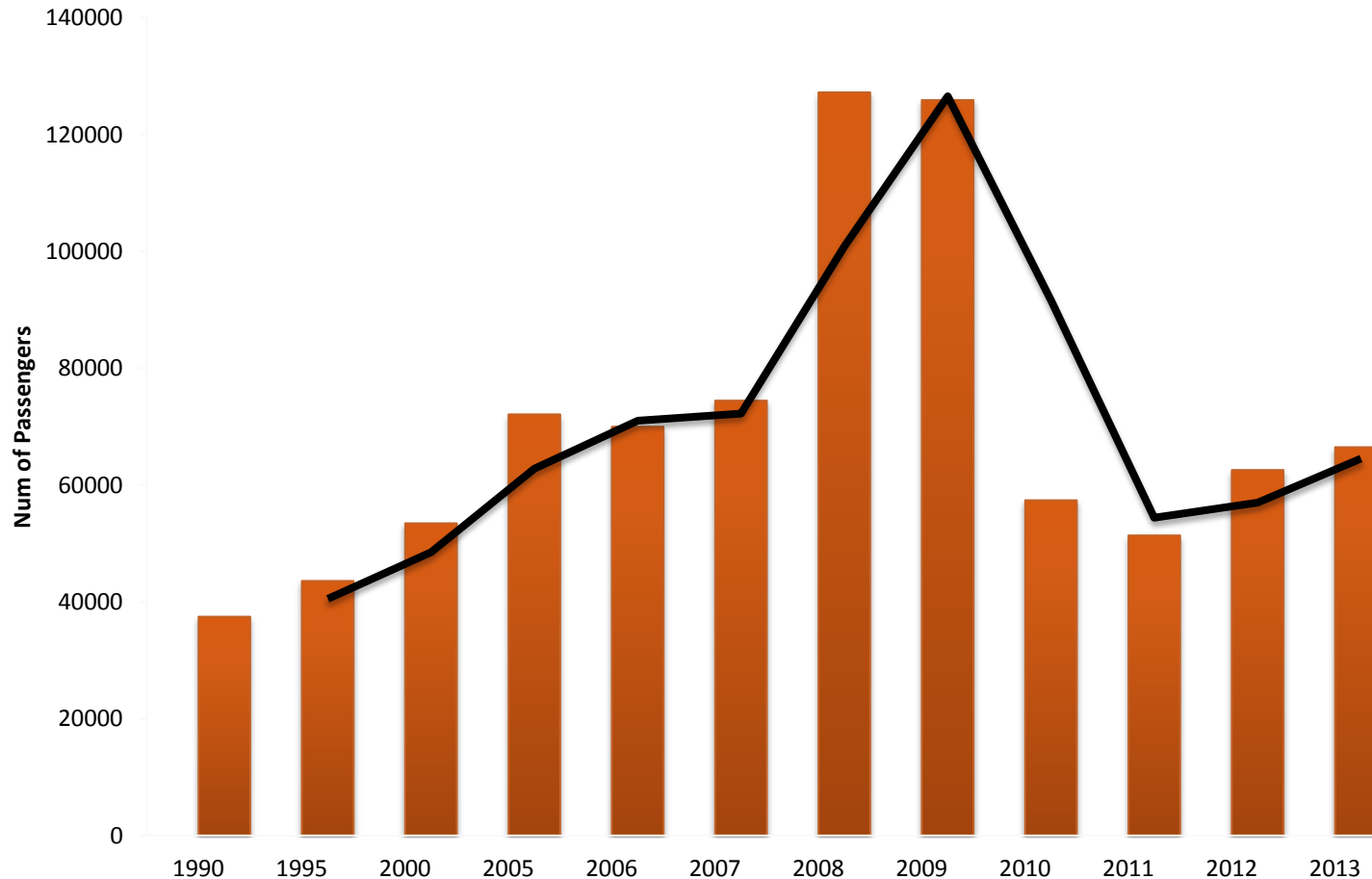


Also Available for MICE....



Bremerhaven Port: Cruise Passenger Development

Bremerhaven Port: Passenger Movements



Passenger-Shipping represents a minimal proportion of the port's activities

In 2013, Bremerhaven Port handled 6.916 arrivals / departures in total. Of those:

- Most were from Container Ships: 3,456
- Those from passenger Ships (Cruise Vessels) were only 104

Bremerhaven Cruise Port Issues

Capacity Utilisation:

- Declining number of cruise passengers embarking & disembarking
- Dependence on mainly German cruise operators (Phoenix) targeting German 'silver-agers', travelling to routes in the North Sea and / or Baltic Sea
- Efforts to develop alternative uses for the terminal during off-season

Interface to Tourist Attractions:

- There are good public transport possibility to the city centre
- Industrial atmosphere when exiting the terminal
- Too far to reach the city on foot

Regional Competition:

- Many cruise operators favour Hamburg and Warnemünde (Berlin) as ports of call
- German tour operators have their homeports in other nearby cities (e.g. AIDA in Rostock, TUI Cruises in Hamburg)



TOURISM & CRUISES LEADING TO ECONOMIC SUCCESS... HOPELESS?!

An Issue of Tourism Planning & Strategy

Some Key Questions

The Importance of 'Tourism Software'

Destination Image / USPs

- Have you ever heard of Bremerhaven or any of its attractions?
- Would you visit Bremerhaven?
- Complete the sentence: "Tourism-wise Bremerhaven stands for..."

Competition

- How is Bremerhaven to regionally position and market itself against Hamburg and Berlin?
- How is Bremerhaven to internationally position itself as a cruise destination?

Tourism Income & Benefits

- How can a city like Bremerhaven benefit from tourism in general?
- What does this case tell us about tourism development (transition from industrial economy to an incoming tourism economy)?

'Hardware' (Cruise Port & Museums)

- What could be done to improve the utilisation of the cruise terminal?
- Under what conditions can the attractions maintain visitors (sustainability)?

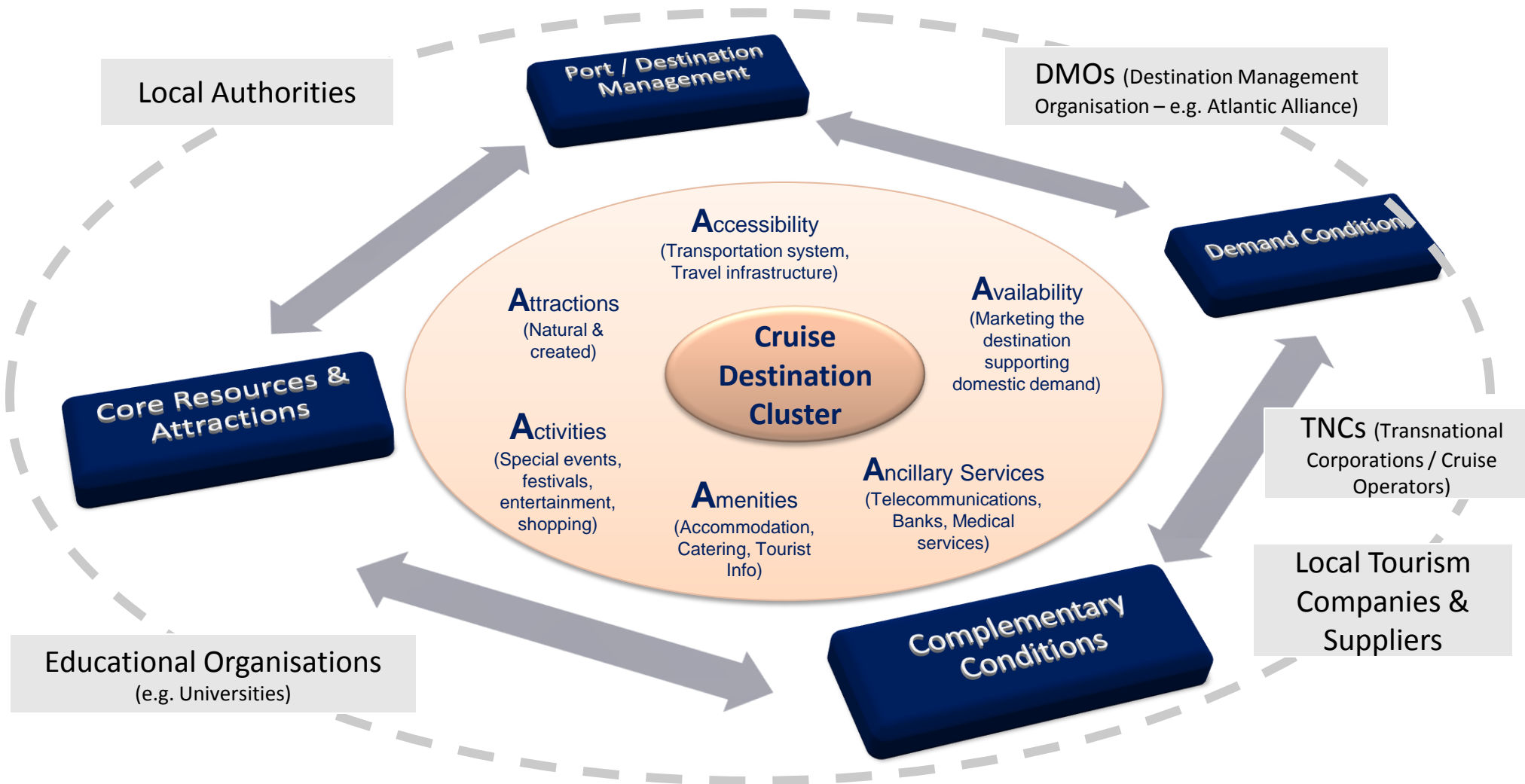
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UNDERSTANDING CRUISE DESTINATION DEVELOPMENT

Cluster Theory & PORTfolio Matrix

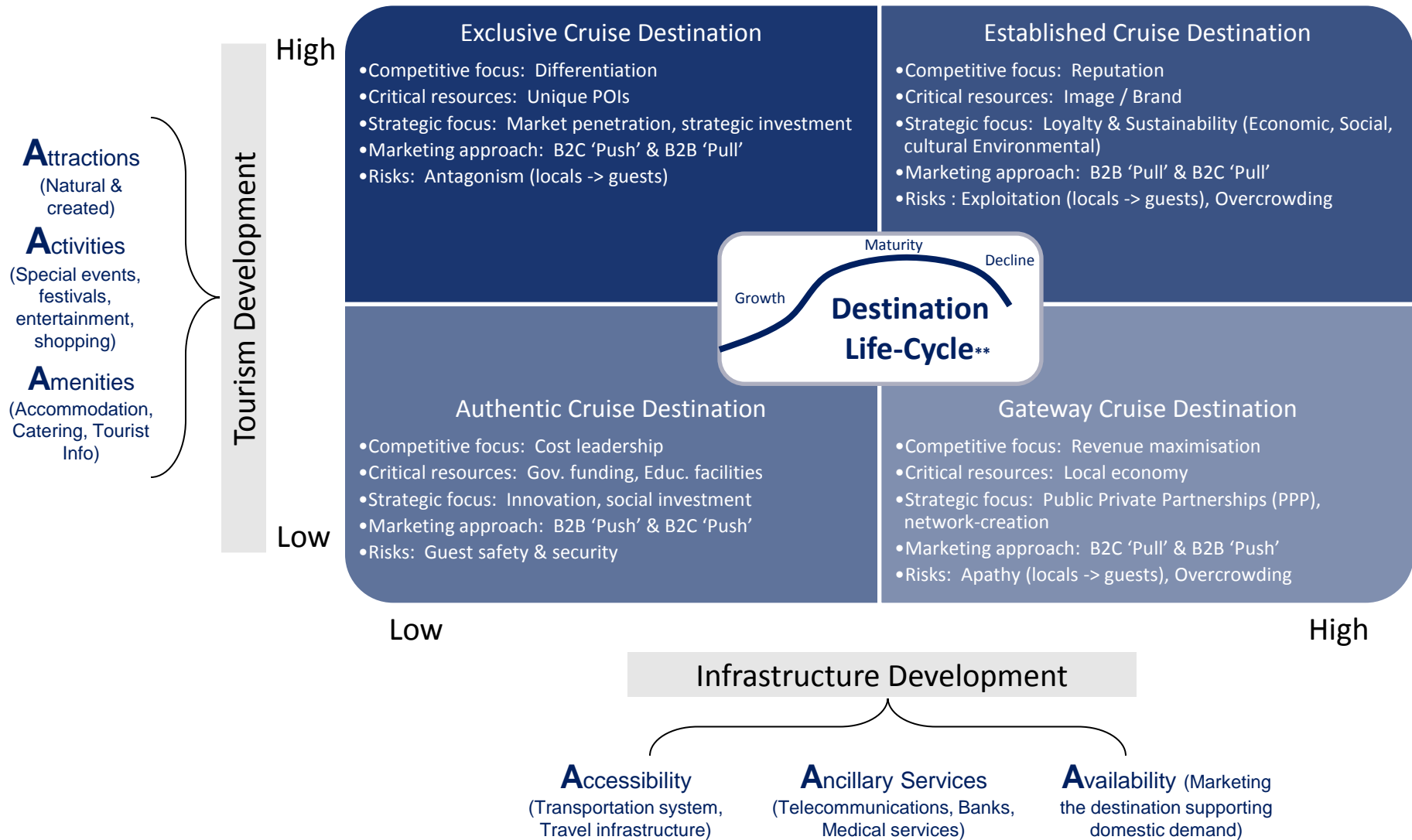
Developing Competitive Cruise Destinations

Cluster Theory & the 6As*



Cruise Destination Positioning and Development Strategy

*PORT-Folio Matrix**



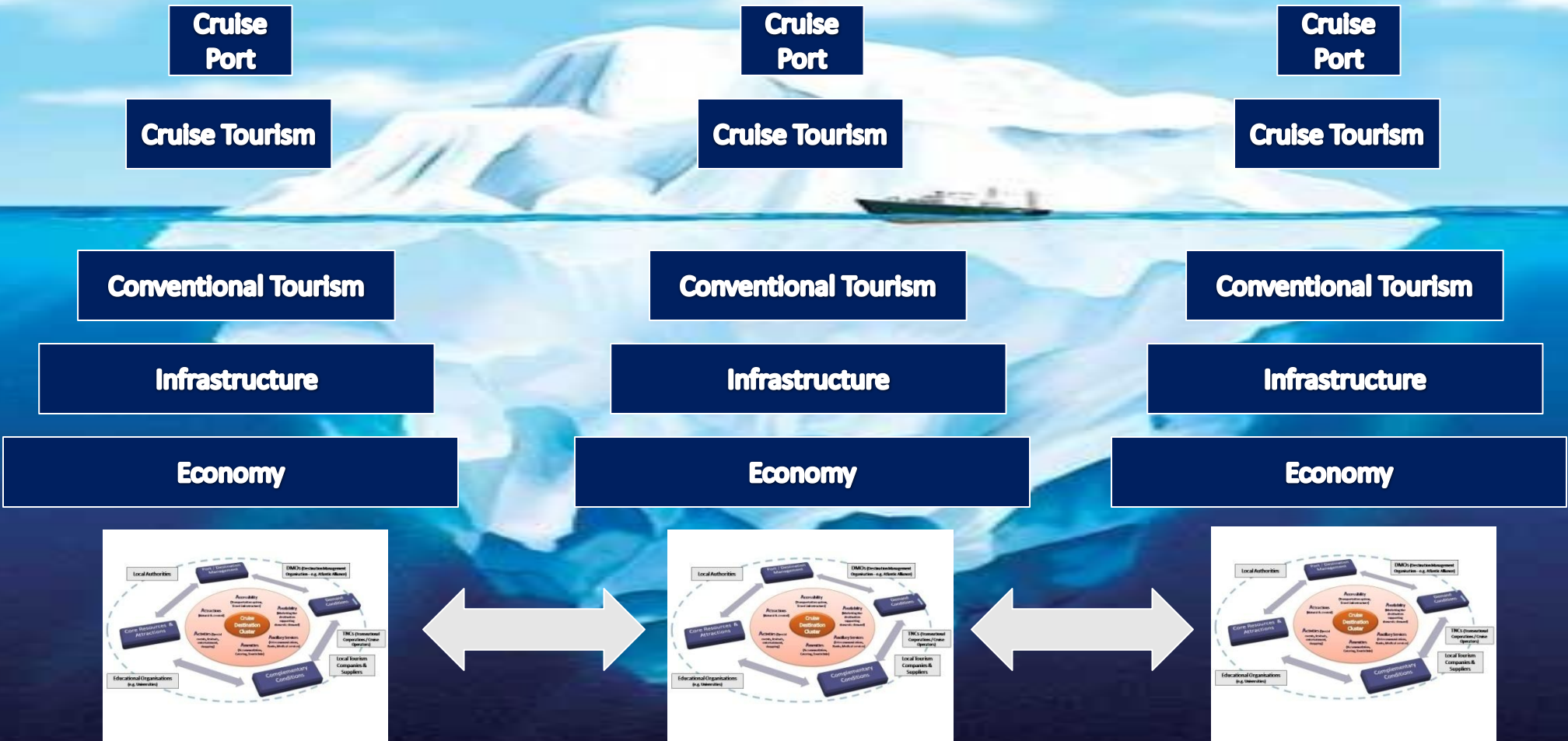


ROLE OF PORT ALLIANCES

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



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

Thank You for your Attention



► 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