

Cruise Tourism Quo Vadis?

A resource-based view (RBV) perspective on cruise futures

(115. Tagung der HUMBOLDT-GESELLSCHAFT FÜR WISSENSCHAFT, KUNST UND BILDUNG E. V., 11 Mai 2024)

To what extent is sustainable cruise tourism possible? Let's be creative and reverse the question!



... Resource-Based View (RBV)*

Cultures:

Culture can be described as the shared meanings, values and beliefs.

Products

- Beliefs and values create objects AND objects shape beliefs and values

Produktion-
Systems

- In business, production systems compete against each other (NOT products).

Resources /
Competences

- A production system requires tangible and intangible resources (often referred to as competencies)

Competitiveness:

It is precisely these resources that are crucial to a company's ability to be competitive and maintain its competitive advantage.



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'Sustainability culture' and the cruise product

Demographics and the challenge of attracting new customers

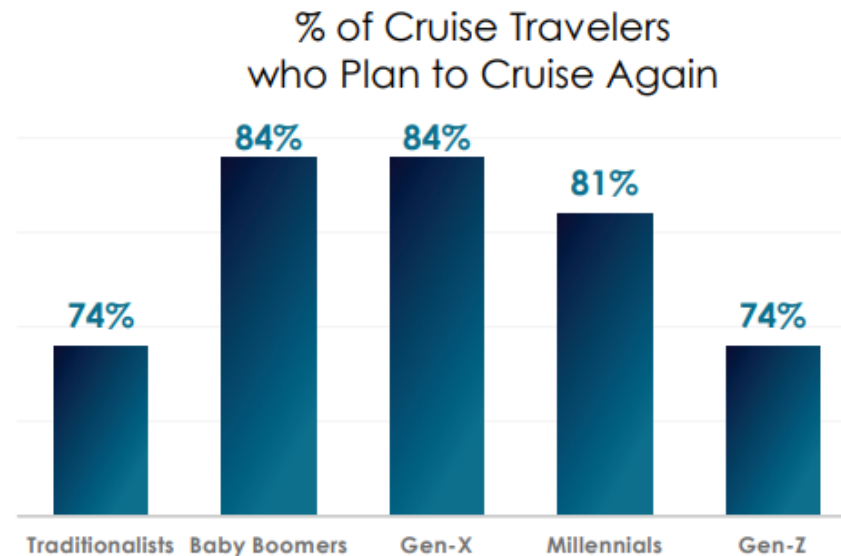
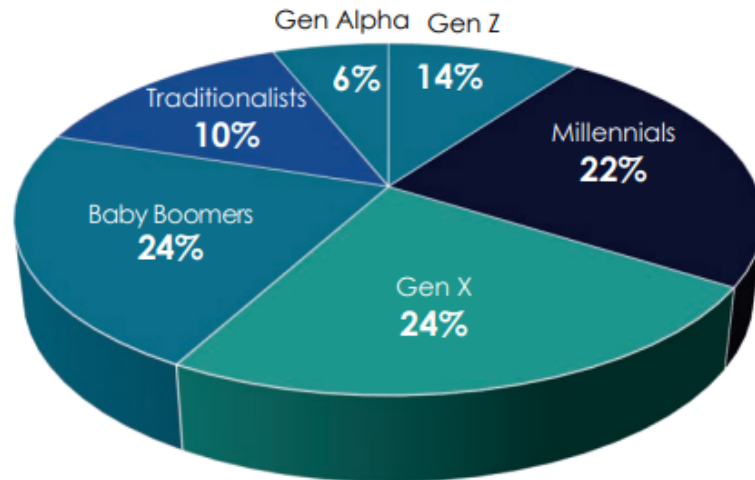
According to CLIA, the younger generation is the future of cruising... *Currently 35% of guests are under 40!*

The future of cruise is the younger generation.

Millennials are the most enthusiastic about planning a cruise holiday

46 Average age of a cruise traveler
(36% are under the age of 40)

Millennials are the most enthusiastic
cruise travelers of the future

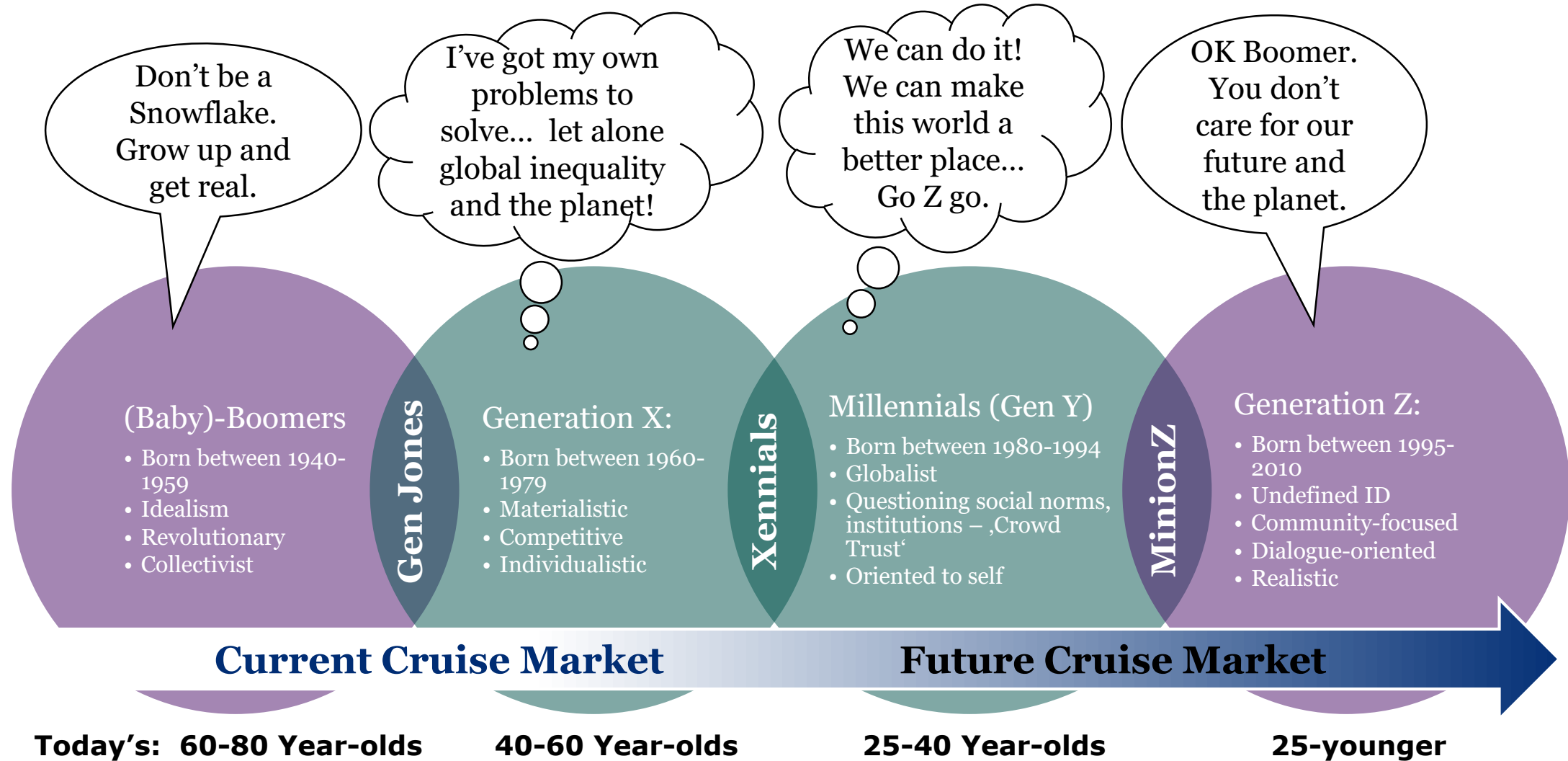


Source: CLIA Cruise Traveler Sentiment, Perception, and Intent Survey (March 2024);
cruise travelers who have cruised in the past two years



The Customers...

Generational conflict and cruises as a symbol for 'Intergenerational Inequity'



'Hedonism' is losing appeal: "Tell me how you travel and I will tell you who you are"

Modern (Cruise) Tourists distance themselves from Consumerism!



The 'Supertraveller'* - Story-Telling of a Transformational Experience

Maxims of the Supertraveller Mindset:

- "We want **genuine brands** that actually care about us and the communities that they impact."
- "We want to come back to our ordinary worlds **feeling transformed and inspired.**"
- "We want the **human element** back in an otherwise commoditized and impersonal experience."

Transformational experiences** -> Meaning to the lives of people

- "The full potential of tourism lies in providing experiences that **transform and give meaning to the lives of the people.**" (p.146)
- "Reviews of marketing material would help analyse how the **industry markets** its products in terms of their **transformative power.**" (p.146)



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"New Sustainability" is more than Conservation... It is also Regeneration!*

"Rising concerns about climate change, overtourism, declining employment and labour conditions and resource degradation have all highlighted the **inadequacy of the current capitalist system in addressing the failures of mass tourism**. Now, under COVID-19, there are calls for tourism to move beyond 'business as usual' and to find a pathway to regenerative tourism." (p. 504)

Adding socio-ecological value locally!**

- "Regenerative tourism focuses its interventions on **building the capacity of whole systems** for regeneration, rather than managing social-ecological impacts whilst ultimately pursuing infinite economic growth." (p.10)



Staff shortages and COVID19 as triggers in the competition for talent...

WirtschaftsWoche

Branche kämpft mit dem Fachkräftemangel

08. Februar 2019, aktualisiert 08. Februar 2019, 13:31 Uhr | Quelle: Handelsblatt Online

Obwohl die Kreuzfahrt sehr gute Arbeitsmöglichkeiten bietet, kämpft die boomende Branche mit einem Fachkräftemangel. Auf Luxuslinern werden besonders Angestellte für Küche, Bar, Rezeption und Restaurant gesucht.

Teilen per:

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REISE | GLOBAL

Knochenjobs an Bord: Die Kehrseite des Kreuzfahrt-Booms

Jana Mariny
25.07.2023

14-Stunden-Schichten, karger Lohn: Die Arbeitsbedingungen auf Kreuzfahrtschiffen sind hart. Kein Wunder, dass es immer schwieriger wird, Personal zu finden.



Damit die Gäste ihren Urlaub genießen können, sorgt die Crew im Hintergrund für alle Annehmlichkeiten

INSIDER

Cruise lines are canceling sailings, closing onboard restaurants, and allowing fewer guests onboard amid hiring difficulties

Brittany Chang May 28, 2022, 1:57 PM MESZ




Photo by Dylan McCord/US Navy via Getty Images

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How staff shortages are ruining cruise holidays

Cruise passengers should prepare themselves for fewer options at the buffet – or even the possibility of a last-minute cancellation

By Gary Buchanan
18 May 2022 • 199pm

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What you need to know: Where You Can Travel Now Without a Covid Vaccine or Test

Pursuits Summer Travel

Cruise Lines Face a Rough Summer, and Covid Isn't the Only Problem

With many staffers unable to travel to their ships or get visas, some lines are limiting the number of paying guests per voyage.



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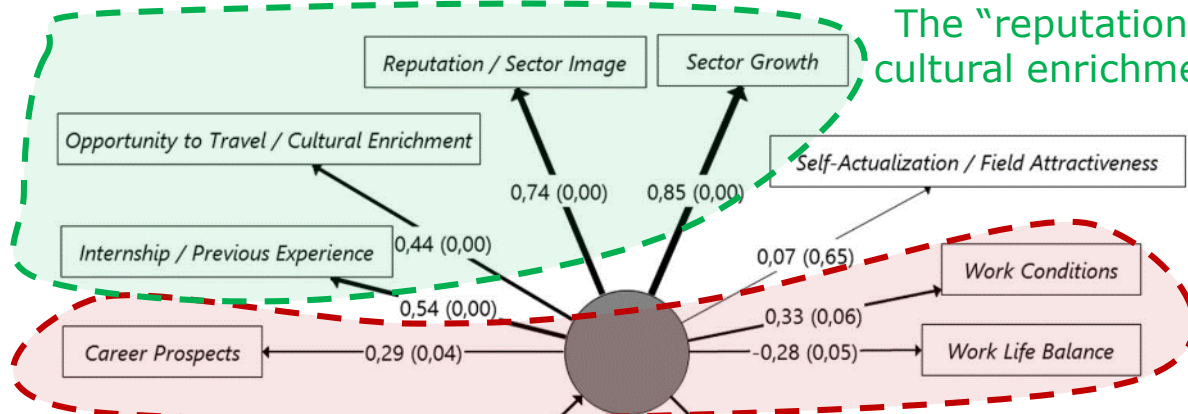
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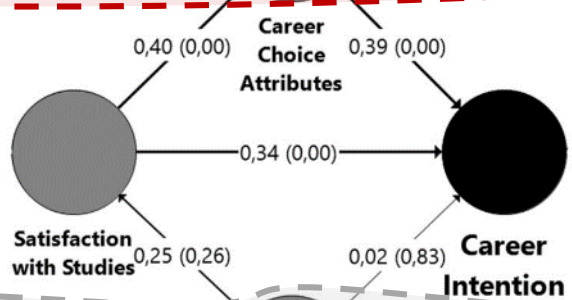
Career Choice Attributes and Career Intention:

"Being paid to travel the world and getting stripes along the way" Story is insufficient!

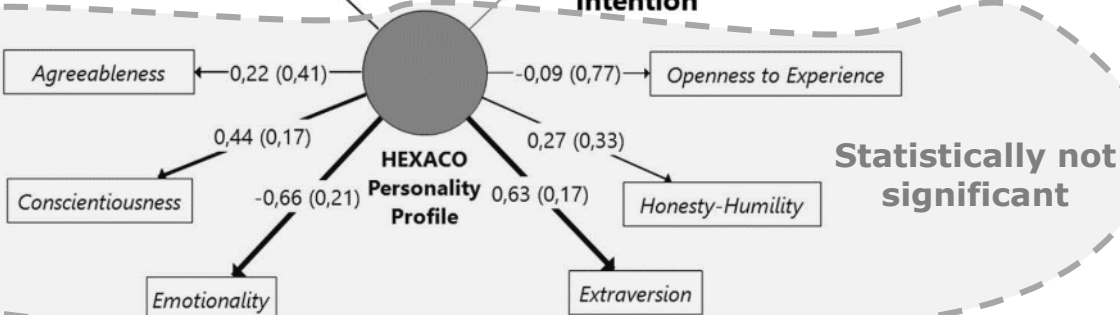


The "reputation / sector image", "sector growth" and "opportunity to travel / cultural enrichment" were found to be the most important aspects predicting a career in cruise tourism.

These aspects are of secondary importance in predicting intended employment in the cruise industry: "work conditions", "work-life balance" and "career prospects"



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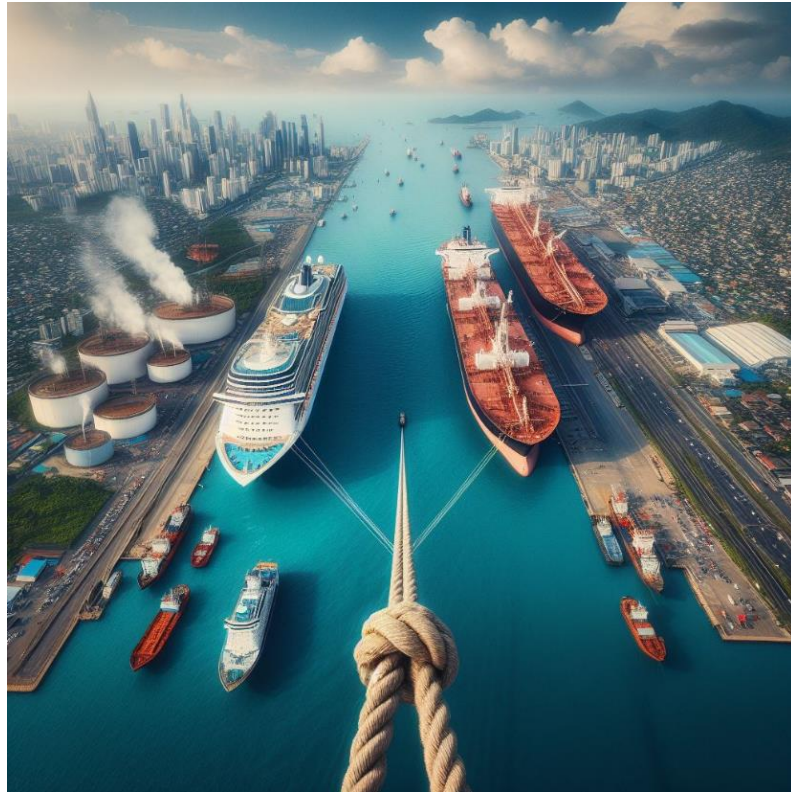


This has considerable implications for the cruise sector, as the sector's current **recruitment narrative** may prove insufficient to compensate for the negative publicity regarding **sustainability** and corporate social responsibility" (pp. 2038-2039)



Cruise production system

*Are cargo shipping and other forms of tourism more beneficial for ports?
What does taxation of the cruise industry mean?*



Cruise vs. Cargo?



Cruise vs. Tourism?



EU Emmission Trading System (ETS)



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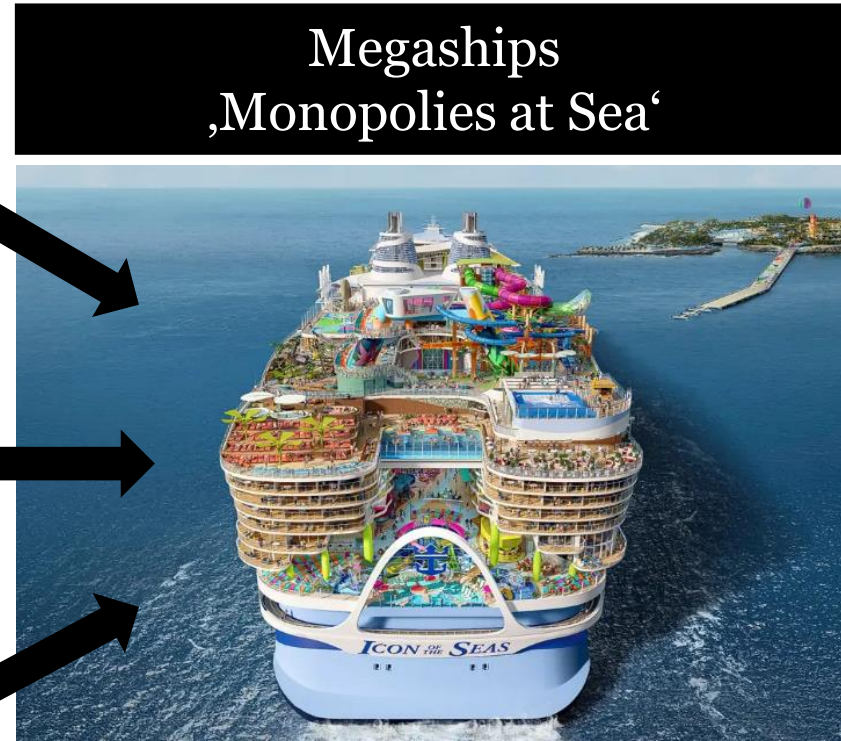
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Cruise production system
Coping the scenario: “Fewer customers, fewer staff, rising costs”

Coping with the scenario: "Fewer customers, fewer staff, rising costs"



Cruise Quo Vadis:

Either technologically driven "smart evolution" or market decline and displacement by other forms of vacation



Larger cruise ship newbuilds and reduction in service life (especially older ships)

- Technologically up to date and more energy efficient
- More control over and opportunities to generate onboard revenue
- Digital services and a lower crew-to-passenger ratio

Declining port calls and increasing number of home ports outside the EU

- Shipping companies are shifting their routes (to non-EU areas) and adding their own private islands to their itineraries
- The total number of ports visited is likely to decrease and focus on the main ports of departure and main points of attraction

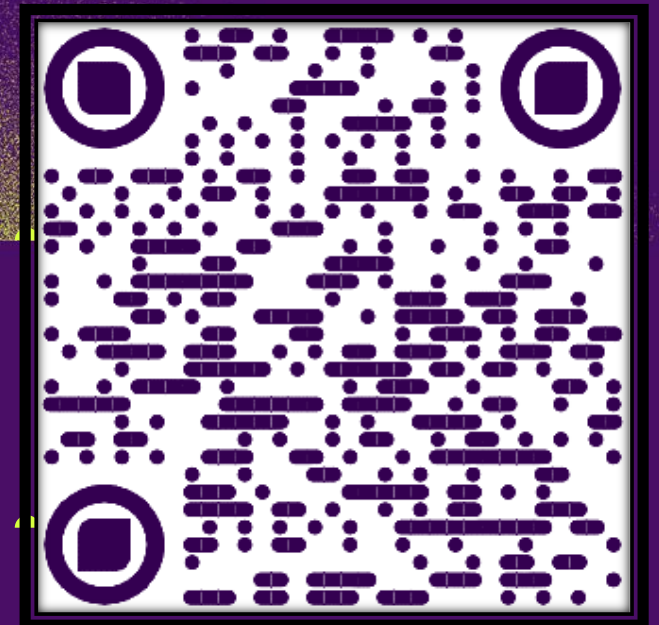
Consolidation and 'glocalization' of the market

- Cruises will become more expensive and deliver less value for money
- Increased polarization of markets/segments (class over mass), at least in Europe (i.e. return to 'traditional' model).



Thank you for your attention

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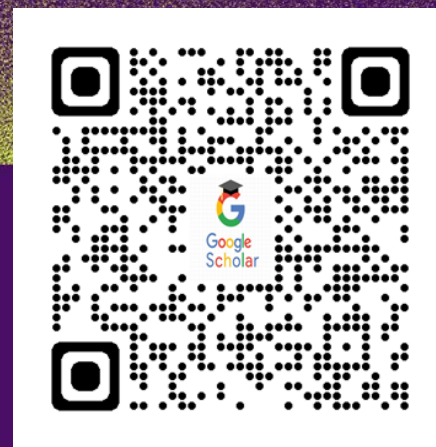
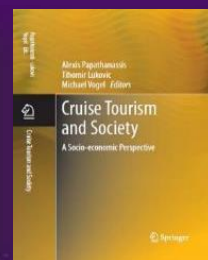
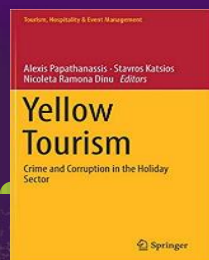
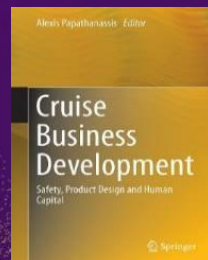
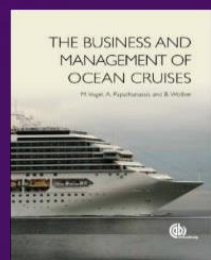
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