

THE BUSINESS AND MANAGEMENT OF OCEAN CRUISES

Edited by
Michael Vogel
Alexis Papathanassis
and Ben Wolber



Contents

About the Authors	vii
Preface	xii
Part I: The Cruise Industry	
1 The Demand for Ocean Cruises – Three Perspectives <i>Michael Vogel and Cristina Oschmann</i>	3
2 Development of the Cruise Industry Structure – the Supply Side <i>Borislav Bjelicic</i>	19
3 Regulatory Frameworks of the Cruise Industry <i>Cordula Boy and Sarah Neumann</i>	30
4 Impacts of Cruising <i>Edward W. Manning</i>	46
Part II: Cruise Line Corporate Management	
5 Cruise Line Strategies for Keeping Afloat <i>Sven Gross and Michael Lück</i>	63
6 Core Cruise Operator Processes and Systems: Overview and Challenges <i>Alexis Papathanassis</i>	77
7 Cruise Lines' Purchasing and Logistics Management <i>Simon Véronneau and Jacques Roy</i>	90
8 Human Resource Management in the Cruise Industry <i>Philip Gibson and Celia Walters</i>	101

Part III: Cruise Line Marketing Management		
9	Marketing Communications in the Cruise Industry <i>Robert Kwortnik and Joe Rand</i>	117
10	Pricing and Revenue Management for Cruises <i>Michael Vogel</i>	131
11	Cruise Packages <i>Grenville Cartledge</i>	145
Part IV: Cruise Product Management		
12	Cruise Product Development <i>Steffen Spiegel</i>	157
13	Itinerary Planning <i>James Henry</i>	167
14	Shore-side Activities <i>Wendy R. London</i>	184
15	Service Quality and the Cruise Industry <i>Mandy Aggett and Wai Mun Lim</i>	196
Part V: Cruise Operations Management		
16	Hotel Operations Management on Cruise Ships <i>Ben Wolber</i>	209
17	Food and Beverage Operations <i>Grenville Cartledge</i>	219
18	Safety and Security Management <i>Sarah Neumann and Andreas Ullrich</i>	231
19	Cruise Ship Marine Operations <i>Simon Véronneau</i>	239
Part VI: Cruise Futures		
20	Cruise Sector Growth – Prospects, Challenges, Responsibilities <i>Alexis Papathanassis and Michael Vogel</i>	253
	Index	265

Index

- ACAS *see* Accommodation assistants
- Accommodation assistants (ACAS) 103
- APCD *see* Available passenger cruise days
- Australia and New Zealand summer cruise
 - characteristics, voyage 182
 - 12-day cruise itinerary 179
 - home market 181
 - itinerary, cruise 181, 182
 - passenger requirements 180–181
 - physical facilities and constraints 180
- Available passenger cruise days (APCD)
 - calculation 135
 - cruise ship capacity 135
- Bare Necessities Tour & Travel 68
- BDM *see* Business development manager
- Beverage operations 228–229
- Branding
 - brand-based marketing strategy 127
 - Celebrity and Princess 128
 - cruise line brands and claims 127
 - NCL 128
 - Royal Caribbean 128
- Brochure publishing 81, 83
- Buffet-style dining 225–226
- Business development manager (BDM)
 - 123, 129
- Business model strategies, cruise line
 - charter 65–66
 - Cunard 65
 - Hurtigruten 65
 - liner trade 65
 - shipping lines 65
 - tramp trade 65
- Casinos 71–72
- CDC *see* Center for Disease Control
- Celebrity chefs
 - associations 226–227
 - counter argument 227
 - Crystal Cruises 227
 - culinary programmes 227
 - description 226
 - passengers 227
 - strategic and commercial value 226
- Center for Disease Control (CDC) 41–42
- ChristianCruises.Net 68
- Classification societies
 - cruise ships, construction
 - decks 235
 - large glass portions 235
 - lightweight materials, application 235
 - requirements 235
 - functions
 - “goal-based regulation” 235
 - recognized organizations (RO) 235
 - verification and documentation 234–235
- CLIA *see* Cruise Lines International Association
- Commitment to cruise tourism
 - buses and tours 185, 186
 - port community 185, 187
 - revenue streams and management 185
 - tour traffic jam 185, 186
- Company policies, marine operations
 - standard operating procedures 241
 - training
 - full-time instructors 241–242
 - regulatory 241
 - requirements 241

- Competition and market
 business models 20
 development phases 19, 20
 firms 19
 types 21
- Competition strategy, cruise line
 advantages 66
 conflict 68
 consolidation
 Carnival Corporation 69–70
 globalization 69
 market 69
 mergers 69
 service providers 70
 shares and acquisition 70
 cooperation
 national and international associations 68
 Royal Caribbean Cruises 69
 vertical and horizontal 68
 cost leadership
 Carnival Corporation 67
 description 66–67
 differentiation 67
 focus
 Bare Necessities Tour & Travel 68
 ChristianCruises.Net 68
 freighter 67–68
 niche 67
 RSVP Vacations 68
- Consumer media
 broadcast marketing/product integration 126–127
 cruise line websites 125–126
 examples, traditional media 124–125
 internet database marketing 125
 social media 126
 web advertising 126
- Content (E)nlargement 83
 Content (E)nrichment 83
 Content production and publishing
 brochure publishing 81, 83
 management, E's 83
 workflow-support and media-rich 83
- Content (E)volution 83
 Content (E)xperience 83
- Core cruise operator processes and systems
 analytical framework 88–89
 architecture 77, 78
 component supplier contracting 79–80
 content production and publishing
 brochure publishing 81, 83
 management, E's 83
 workflow-support and media-rich 83
 data warehousing and mining 81
 distribution and selling 83–84
- IT infrastructure requirements
 content richness and convergence 88
 cross-engineering and virtual integration 88
 management, wire 88
 management, cruise ship 85–87
 organization's processes 88
 post-cruise services and passenger feedback management 87
 practices and infrastructure 88
 pricing 80–81
 product planning 78–79
 reservations and yield management 84–85
 roles and responsibilities 77
 'ship-peripheral' role 77
- Corporate culinary support 224
- Cost of shore excursions
 direct and indirect costs 191
 factors-192 191
 foreign exchange fluctuations 191
- Cruise component supplier contracting
 airlines and incoming agents 80
 contracting requirements 79
 factors, bargaining restriction 79
 operator's opinion 80
 variability, itineraries 79
- Cruise duration 170
- Cruise Lines International Association (CLIA)
 absolute growth 5
 compound annual growth rates 4–5
 cruise industry 30
 cruise market 15
 cubic extrapolation 255, 256
 linear extrapolation 254
 market profile 151
 quadratic extrapolation 255
 research 121
- Cruise ship management
 domains, operation 85–86
 PMS 87
 quality and service engineering imperative
 customers expectations 86
 market segments 86–87
 service capability 86
 service suppliers, external 86
 tourism 86
- Cruise Vessel Security and Safety Act, 2010
 passenger and requirements 42
 President Obama 42
- Cruising and web 2.0 87
- Crystal Cruises 227
- CSQs *see* Customer Service Questionnaires
- Cultural impacts management
 community mass tourism 56–57
 destination life cycle 57
 San Blas cruise vendors, traditional dresses 56, 57

- Customer oriented strategies, cruise line
 'Big Three' 73
 demographic segmentation 74
 generalization 74–75
 market segmentation 73
 mass marketing 74
 psychographic typologies 74
 socio-demographic criteria 73–74
- Customer Service Questionnaires (CSQs)
 cruise industry 201
 Princess Cruises 197
- Data warehousing and mining 81
- Deck department
 Boatswain/bosun 245
 cadet and apprentice officer 245
 carpenters 245
 chief officer and mate 244
 chief officer and safety officer 244
 commodore and captain 244
 deckhands 245
 modern cruise ship 243–244
 quartermaster and petty officer 245
 staff captain 244
 watchkeeping officers and mates
 244–245
- Demand for ocean cruises
 business and management 16–17
 market research and industry reports 16
 passengers 3
 psychological perspective
 and consumer involvement 10–12
 process model 9–10
 repeat buying 12–14
 quantitative perspective
 historic demand growth 4–5
 patterns 7–8
 and prices 5–7
 sociological perspective
 icon, liquid modernity 15–16
 liquid life 16
 modernity 14–15
 strategic decisions 17
 supply-led 3
- Designer shore excursions
 authenticity and interactivity 187
 cruise passengers 187–188
 operators 187
- De-skilling, culinary operation
 availability, skilled personnel 224
 training schools 224
- Destination management, port and town centre
 port area development 51
 ships 51
 and tour managers 52
 visitors 52
- Destinations
 attractiveness 175
 distance between 173–175
 port access for ships and passengers
 175–176
- Distribution and selling
 customer loyalty 83–84
 data monopolization and workflow control
 84
 IT-connectivity imperative 84
- Economic activity
 industries, visitor activities 49
 shops 49
 sign revealing kickback practices,
 Ketchikan Alaska 49, 50
 tourist spending 50
- Engine department
 chief electrician 246
 chief engineer 246
 chief engineer junior 246
 chief refrigeration engineer 246
 environmental engineer 246
 first engineer 246
 foreman 247
 incinerator personnel 247
 mechanical assistants, oilers 247
 watchkeeping engineers 246
- Excursions, shore *see* Shore-side activities
- FBAS *see* Food and beverage assistant
 F&B operations *see* Food and beverage
 operations
- Flags of convenience (FOC)
 cruise industry 37
 defined 35
 ITF 35, 36
 legislation 36
 system benefits 36
- Flag states, cruise industry
 characteristics 34
 ISRs 36–37
 open registries
 countries, FOCs 35
 detentions, inspections percentage 36,
 41
 ITF 35, 36
 labour costs 36
 registering ships, FOCs 35
 UNCLoS 34
 vessel flags
 distribution, registered cruise ships 37
 FOCs 37–38
- FOC *see* Flags of convenience
 Food and beverage assistant (FBAS) 103

- Food and Beverage (F&B) Management 214
- Food and beverage (F&B) operations
- celebrity chefs *see* Celebrity chefs
 - choice, service 229
 - cost control 228
 - cruising, internationalization
 - buffet-style dining 225–226
 - formality and service speed 225
 - industry growth 224–225
 - operating ships, challenge 225
 - passenger mix 225
 - culinary support, corporate 224
 - description, choice 221–222
 - de-skilling, culinary operation 224
 - dietary requirements
 - cost 223
 - personal preference 222
 - standard products 222–223
 - enhanced global product availability 228
 - global food supply 223
 - growing public awareness 230
 - High Street, influence
 - neighbourhoods 226
 - Starbucks brand 226
 - tastes and trends 226
 - importance
 - opulence, indulgence and quality 219
 - service significances 219
 - innovation 228
 - management teams 229
 - on-board revenue 227
 - passenger and public awareness
 - key drivers, change 222
 - media coverage 222
 - soda packages 229
 - traditional model, changes
 - freestyle dining 220
 - industry approach 220
 - NCL 220
 - open/casual dining, challenges 220–221
 - traditional service model
 - description 219
 - two-sitting dinner 219–220
 - USPH Vessel Sanitation Program 228
 - wines 228–229
- Freestyle dining
- celebrity select dining programme 220
 - Norwegian Sun and Norwegian Star 220
 - open seating dining 220
- Global food supply
- corporate menu cycles 223
 - development and cost 223
 - purchasing team 223
- Greening, ships
- Alaska and Florida 51
 - environmental policies 50
 - resort-type facilities 50
- Guest services 211–212
- Holiday time system 243
- Hotel operations management on cruise ships
- administration
 - clearance 212
 - guest services 211–212
 - revenue management 212
 - contracts
 - F&B operations 215–216
 - photography 216
 - qualitative evaluation 215
 - third-party contractors 215
 - department organization, general manager 210
 - F&B 214
 - general manager, job 210
 - housekeeping 213–214
 - human resources 217
 - information systems
 - property 214
 - revenue management 214–215
 - supply chain and technical 214
 - multinational and multilingual crew working 209
 - performance indicators 215
 - planning, practice
 - crew 217
 - F&B 216
 - housekeeping 216–217
 - North American cruise market 216
 - services standardization 217
 - service team 209
- Housekeeping
- laundry 213–214
 - services and facility care 213
- HRD *see* Human resource development
- HRM *see* Human resource management
- Human resource development (HRD)
- strategy 261
 - time-proven HRD and career model 262
- Human resource management (HRM)
- challenges 112
 - characteristics
 - companies 111
 - growth 111
 - ship 111
 - Costa Cruises 112
 - culture 112
 - description 101
 - employment option 102
 - estimation, data 102

- Holland America Line 112
 hospitality 101
 IHRM 104–106
 managers 111–112
 on-board community 110–111
 P&O Cruises *see* P&O Cruises
 quality 101–102
 sourcing personnel *see* Sourcing personnel
 Hurtigruten service 65
- IACS *see* International Association of Classification Societies
- IHRM *see* International human resource management
- ILO *see* International Labour Organization
- IMO *see* International Maritime Organization
- IMO Conventions and Codes
 description 232
 maritime safety 232
- Impacts, cruising
 and community planning integration, destinations 57–58
 cruise tourism planning 46–48
 cultural impacts management 56–57
 destinations, tour 53
 economic
 industries, visitor activities 49
 shops 49
 sign revealing kickback practices, Ketchikan Alaska 49, 50
 tourist spending 50
 environmental 48–49
 factors 52–53
 greening, ships 50–51
 infrastructure 48
 objectives 46
 onshore impacts 53
 partnering 58–59
 port and town centre 51–52
 seven-ship-day, Sint Maarten 46–47
 tour site planning 55–56
 visitor management
 destinations 54–55
 factors, cruise ship tourism 54
- Income sources, cruise line
 all-inclusive fares 71
 casinos 71–72
 on-board revenue 71–72
 passengers 71
 prices 71
 revenues 70
- Independent shore excursion
 Australian and New Zealand 189
 destination Victoria 189
 jeep safari, semi-independent form 188
 visitor centres 189
- Industry structure, supply-side
 changes, environment 27–28
 competition and market
 business models 20
 development phases 19, 20
 firms 19
 types 21
 concentration level, suppliers 29
 financial strength 28
 historic development
 aircraft 21
 European Commission 22, 24
 mass tourism 21
 mergers and acquisitions transactions 22, 23
 NCL 21
 North America vs. Western Europe market 22
 Royal Caribbean 24
 UK Competition Commission 24
- IPO 29
 mergers and acquisitions transactions 19
 supplier structure and market share, 2010 'Deluxe-Plus' and 'Super-Deluxe' segments 25–26
 global cruise shipping 25
 mass market 27
 operators 25
 and product segments, total capacity 25, 26
- Infrastructure
 passenger terminals 177
 port and supporting facilities 176–177
- Initial public offering (IPO) 29
- International Association of Classification Societies (IACS) 38, 39, 235
- International human resource management (IHRM)
 Carnival Corporation 105
 CLIA and IMO 105
 contrasting scale 106
Hebridean Princess 106
 HRM *see* Human resource management vs. HRM 105
 ships complement 105, 106
- International Labour Organization (ILO)
 conventions 33
 objectives 33
- International Maritime Organization (IMO)
 committees 31
 conventions 31–32
 Conventions and Codes 232
 functions 33
 goal-based construction 235
 ISM Code 233
 shipping 231
 shipping industry regulatory framework 31

- International Maritime Organization (IMO)
continued
 SOLAS convention 232
 structure 31, 32
- International Safety Management (ISM) Code
 document of compliance (DOC) 233
 human errors, shipping 234
 ship operators 234
 SMS, requirements 233
- The International Ship and Port Facility Security (ISPS) Code
 intention 234
 maritime security (MARSEC) 234
 port facility security plan (PFSP) 234
 ship security plan (SSP) 234
 significance, regulations 234
- International ship registers (ISRs)
 labour intensive sectors 37
 objectives 36–37
- International Transport Workers Federation (ITF) 35, 43–44
- IPO *see* Initial public offering
- ISRs *see* International ship registers
- ITF *see* International Transport Workers Federation
- Itinerary planning
 Australia and New Zealand summer cruise
 Auckland/Sydney 181
 characteristics, voyage 182
 12-day cruise itinerary 179
 home market 181
 itinerary, cruise 181, 182
 passengers, requirements 180–181
 physical facilities and constraints 180
 criterias, decisions 167
 cruise duration 170
 cruise ship race, Stockholm archipelago, Sweden 173, 174
 cruise ship types 168–170
 cruise style
 lifestyle 170–171
 speciality cruising 171
 distance, destinations
 desired voyage length 174
 target market 174
 feedback, passenger 178
 infrastructure 176–177
 locations and attractions 175
 passenger characteristics 178–179
 port access, ships and passengers
 sharing piers, containers 176, 177
 Sint Maarten's dedicated cruise, Philipsburg 175–176
 port, embarkation and disembarkation 179
 provisioning and bunkering ports 172–173
 shore-based attractions and activities 175
 stakeholders role 167–168
 tender ports/destinations 173
 transit ports 173
 turnaround ports
 infrastructure 172
 passenger terminal facility 172
 regulatory requirements 172
 wharf and infrastructure 171
 yield management 177–178
- Large resort ships 168–169
- Management information systems (MIS)
 description 81
 historical data 81
 IT set up 81, 82
- Marine operations
 department role 249
 educational background 240
 marine personnel 249
 on-board operations *see* On-board operations
 shore-side support *see* Shore-side support
 transient vs. long-term perspective
 characteristic differentiation 239
 characteristic traits 239
 management, galleys 240
- Maritime Labour Convention (MLC) 33, 34, 43
- Marketing communications
 branding 127–128
 changing cruise customer
 Boomers 122
 demographics 121–122
 Disney villain Captain Hook and junior crew 121, 122
 consumer media 124–127
 cruise marketing managers 128–129
 driving primary demand 119
 luxury product 118
 market-development strategies 119
 objectives 117–118
 overcoming misperceptions 119–121
 reaching cruisers through travel agents 123–124
 selling model 118–119
 shipping, cruising 118
 strategies and tactics 117
- Mediterranean Shipping Company (MSC)
 cruise shipping franchise 24
 Star Cruises 24
- Menu cycles 223
- Mid-sized ships 169
- MIS *see* Management information systems
- MLC *see* Maritime Labour Convention
- MSC *see* Mediterranean Shipping Company
- Multi-generational shore excursions 189–190

- NCL *see* Norwegian Caribbean Lines; Norwegian Cruise Lines
- Norwegian Caribbean Lines (NCL)
 Airtours 148–149
 modern cruise industry development 146
- Norwegian Cruise Lines (NCL)
 Apollo 28
 IPO 29
 market share 128
 and Royal Caribbean 124
 shipping company 24
- On-board community
 crew office 111
 socio-professional setting 110
 zero tolerance practices 110
- On-board operations
 deck department 243–245
 emailing 243
 engine department 246–247
 goal 243
 medical 247
 safety culture and structure
 description 247–248
 emergency plan 248
 security 248
 ship safety 248
 workplace safety 248
 working hours
 holiday time system 243
 schedule 243
- On-board revenue 227
- Open/casual dining
 dining times 221
 dress code element 221
 entertainment programme 221
 hardware and cost 221
 trend 220
- Outsourcing and management contracts 215–216
- Packages, cruise
 capacity planning and pricing
 cruise holiday 153
 flight seats 152
 regional flexibility 152
 tour operators advantage 152
 yield management 153
 cruise industry 153
 early days, cruise industry
 aggressive pricing 146–147
 jumbo jets 145
 NCL 146
 on-board revenue generating 146
 fly cruising and first time cruisers
 hotel/resort 150–151
 Majorca 150
 tour operators 150
 market and repeater customers
 CLIA 151
 development 152
 UK market 151
 1980s and innovative marketing 147
 tour operators, UK and European market
 growth
 Airtours 148, 149
 Thomson strategy 149
 travel agents 148
 vertical integration 149–150
- Passenger characteristics 178–179
- Passengers feedback 178
- Passenger Shipping Association (PSA) 260
- Piracy
 attacks, geographical distribution 236
 vessels, attacks 236–237
- PMS *see* Property management systems
- P&O cruises
 cadet programme 103
 Carnival Corporation 102
 claim 102
 company induction 104
 employees, recruitment 103
 FBAS and ACAS 103
 historical connections 102–103
 laundry 103
 staff development 104
 training 104
- POPC *see* P&O Princess Cruises
- P&O Princess Cruises (POPC)
 Royal Caribbean 22, 24
 shareholders 22
- Port locations
 destination ports 173
 provisioning and bunkering ports 172–173
 turnaround ports
 infrastructure 172
 passenger terminal facility 172
 regulatory requirements 172
 wharf and infrastructure 171
- Port state control (PSC)
 detentions 40, 41
 enforcement 38–39
 inspections 39
 regional agreements 39–40
 role 39
- Post-cruise services and passenger feedback
 management
 complaint settlement 87
 product development 87
 web 2.0 87

- Pricing and revenue management
- applied economic value estimation
 - analysis, first and second target segments 133
 - profile, ship X 133, 134
 - assumptions, economic value 135
 - booking curve 139
 - Carnival and Royal Caribbean's annual reports 143
 - commodities 143
 - and costs
 - components, business 136, 137
 - cost-plus pricing 136
 - structure 135
 - crew ratio 132
 - dynamic pricing
 - and capacity allocation strategies 141
 - computerized systems 139, 140
 - cumulative booking curve, hypothetical cruise 139
 - planned and actual booking curves, price interventions 139, 140
 - value-centred 141
 - and economic value 132–133
 - Mentzer prediction 131
 - multiple regression analysis 132
 - objectives 131
 - on-board revenue 141–142
 - passengers 136
 - segmented
 - brochures 134
 - time-variable demand 135
 - stylized revenue and cost structure, business 136, 138
 - ticket prices 142
 - ticket price trend 144
 - yield management, capacity 138
- Pricing–capacity risk trade-off 80–81
- Pricing, cruise
- supplements 80
 - trade-off
 - inclusive offers 80–81
 - requirements and objectives 81
 - table 81
- Product development
- changes, cruise industry 158
 - consumer-driven cruise, process
 - decision-making 161
 - international cruise market 160
 - objectives 161
 - cycle-time reduction 165
 - departments and functions involved
 - AIDAdiva 162, 163
 - sales and technical 162
 - suppliers 162
 - dynamic market environment 165
 - product diversity 157
 - product-market matrix 157, 158
 - professionalism 166
 - project genesis
 - marketing 164
 - neighbourhoods and features 163
 - Royal Caribbean's Allure, Seas 163, 164
 - prototypical service
 - market and company generated ideas 159
 - process model, overlapping stages 159
 - service sector 160
 - and testing 159–160
 - tourism 157
- Product planning, cruise
- formulation 78
 - operational level 79
 - strategic level 78
 - tactical level 78–79
- Property management systems (PMS) 87
- PSA *see* Passenger Shipping Association
- PSC *see* Port state control
- Psychological perspective, demand for ocean cruises
- booking curve 8, 9
 - and consumer involvement
 - British passengers 10, 11
 - components 10
 - defined 10
 - post-cruise evaluations 11
 - vacations 11
 - process model
 - learning cycle, consumer and cruise experience 9, 10
 - purchasing power 9
 - repeat buying
 - brand loyalists 13
 - cruisers vs. tourists 13–14
 - market profile study 12
 - purchasing 12
 - travel career ladder model 12
- Purchasing and logistics management, cruise lines
- communication
 - global operations 95, 97
 - improvement 97
 - intranet 97
 - global sourcing 90
 - implications
 - lean principles 98
 - long-term planning model 98
 - supplier-service provider dyad 98
 - supply chain, use 99
 - long-term planning
 - description 95
 - turnaround day 95, 96
 - practices, key elements 95

- research project 94–95
 - service operations, challenges 95
 - service quality
 - customer-satisfaction surveys 97
 - organizations 97
 - ships and maritime supplying
 - chandler 91–92
 - tonnage 91
 - supplier relations sourcing 98
 - supply chain *see* Supply chain, cruise lines
 - technology and RFID 97–98
- Quantitative perspective, demand for ocean cruises
- demand patterns
 - cruise length 7
 - destination 7–8
 - pre-booking behaviour 8
 - price segments 7
 - historic demand growth
 - CLIA members, passenger numbers 4, 5
 - and supply 4
 - leisure activity 4
 - and prices
 - Carnival Corporation and RCL's passenger numbers 6–7
 - real cruise ticket 6
- Radio-frequency identification (RFID) 97–98
- RCL *see* Royal Caribbean Cruise Line
- Reaching cruisers
- through consumer media
 - broadcast marketing/product integration 126–127
 - cruise line websites 125–126
 - examples, traditional media 124–125
 - internet database marketing 125
 - social media 126
 - web advertising 126
 - through travel agents
 - co-marketing 124
 - description 123
 - training 123–124
- Regulatory frameworks, cruise industry
- flag states *see* Flag states, Cruise industry
 - ILO 33–34
 - IMO 30–33
 - and ITF 43–44
 - and MLC 43
 - port states and PSC *see* Port state control
 - shipping 30
 - societies classification
 - flag states 38
 - IACS members 38, 39
 - ships construction 38
 - US requirements
 - Cruise Vessel Security and Safety Act 42
 - USCG 40–41
 - US Disability Act 43
 - VSP 41–42
- RFID *see* Radio-frequency identification
- Royal Caribbean Cruise Line (RCL)
 - evolution, demand and prices 6
 - NCL and Carnival 4, 14
- Royal Caribbean Cruises 68–69
- RSVP Vacations 68
- Safety and security management
- classification societies
 - cruise ships, construction 235
 - description 234
 - functions 234–235
 - CLIA 235–236
 - factors 231
 - IMO Conventions and Codes 232
 - piracy 236–237
 - regulations
 - description 231
 - stage 232
 - shipping, IMO 231
 - SOLAS Convention 232–234
 - terrorism
 - definition 237
 - passengers security 237
- Safety Management System (SMS) 233
- Safety of Life at Sea (SOLAS) Convention
- certificates 232
 - codes 232–233
 - compliance 232
 - ISM Code 233–234
 - ISPS Code 234
- Sector growth, cruise
- boundary issues 258
 - business and management, ocean cruises 262
 - forecasting methodology 257–258
 - indicators
 - passenger numbers, per calendar year 253
 - ticket revenue 254
 - management
 - control, scale effects 259–260
 - cruise managers 259
 - developing cruise destinations sustainably 259
 - enhancing professionalism 261–262
 - geographical shifts, demand 260–261
 - refine, business models 261

- Sector growth, cruise *continued*
 - patterns
 - CLIA members' passenger numbers 254, 255
 - data analyses 255
 - European tourism products 255, 256
 - self-fulfilling prophecies
 - factors 257
 - forecasts 256
- Service quality
 - approaches
 - attribute-based 198
 - manufacturing-based 198
 - transcendent-based 198
 - user-based 198
 - value-based 198–199
 - co-creation, value
 - components 202, 203
 - passenger, cruise company and encounter processes mapping 202, 204
 - S-D and G-D logic 202
 - C.R.U.I.S.E. programme, values 197
 - CSQs 203
 - customer satisfaction 196
 - 'hurry and wait' process 197
 - passengers, needs and expectations
 - cruise organizations 199, 201
 - customer expectations 200–201
 - Princess Cruises 196
 - production and delivery management
 - behaviour and performance, employees 200, 202
 - consistency 200, 201
 - heterogeneity 199–200
 - inseparability and consumption 200, 201
- Shore-side activities
 - commitment *see* Commitment to cruise tourism
 - cost, excursions 191
 - cruise passengers 184
 - designer excursions 187–188
 - human capital, excursions 192
 - independent shore excursion 188–189
 - marketing
 - information management 194
 - targeting passengers-Amazon.com effect 193
 - multi-generational shore excursions 189–190
 - New Zealand 184–185
 - port destinations 184
 - repeat and refresh 188
 - un-shore excursion 190–191
- Shore-side support
 - company policies
 - standard operating procedures 241
 - training 241–242
 - environmental protection 242
 - flag of registry 240
 - regulations and acts
 - classification societies 242–243
 - international 242
 - staffing 240–241
 - 'Silent' yield management 85
 - Small and medium-sized cruise companies (SMCs)
 - bank loans 261
 - cruise sector 261
 - financial constraints 261
 - Small or boutique ships 169–170
 - SMCs *see* Small and medium-sized cruise companies
 - SMS *see* Safety Management System
 - Sociological perspective, demand for ocean cruises
 - liquid life 16
 - liquid modernity
 - CLIA 15
 - passengers life 15
 - principles 16
 - modernity 14–15
 - societal embedment, cruise sector 14
 - SOLAS Convention *see* Safety of Life at Sea Convention
 - Sourcing personnel
 - brands 109
 - business 109–110
 - complex arrangements 109
 - Flags of Convenience 110
 - IMO 110
 - market recognition and acceptance 109
 - passenger capacities 107, 108
 - Princess Cruises 109
 - recruitment agencies 106, 108
 - requirements, vessel 106–107
 - ship *Aurora* employee 109
 - staff, data 106, 107
 - vessel numbers 107, 108
 - Staffing 240–241
 - Strategies, cruise line
 - business model 65–66
 - company, options 63
 - competition *see* Competition strategy, cruise line
 - customer oriented *see* Customer oriented strategies, cruise line
 - description 63–64
 - geographical scope 66
 - income sources 70–72
 - modules/chips 64–65
 - segmentation and classification approaches 64
 - significance 63

- Supplier relations sourcing
 - characteristics 98
 - relational capital 98
 - socialization 98
- Supply chain, cruise lines
 - challenges 91
 - description 90
 - functions 91
 - goals 90
 - industry 90–91
 - issues
 - bigger ships 94
 - long-term planning model 92–93
 - real-time visibility 94
 - replenishment 93
 - re-supplying ships 93–94
 - trade 93
 - research methodology 91
- Targeting passengers, Amazon.com effect 193
- Tourism planning
 - destinations 46–47
 - market 47
 - negative effects 47–48
- Tour operators, UK and European market growth
 - Airtours 148, 149
 - Thomson strategy 149
 - travel agents 148
- Tour site planning 55–56
- United Nations Convention on the Law of the Sea (UNCLOS) 34
- United States Public Health (USPH) Vessel Sanitation Program 228
- Un-shore excursion 190–191
- US Disability Act 43
- USPH Vessel Sanitation Program *see* United States Public Health Vessel Sanitation Program
- Vessel Sanitation Program (VSP)
 - CDC 41–42
 - Cruise ships 41
- Visitor management
 - destinations 54–55
 - factors, cruise ship tourism 54
- VSP *see* Vessel Sanitation Program
- Yield management
 - advantage, workflow 84
 - description 84
 - labour-intensive workflow and inventory management 85
 - 'silent' 85