Cruise Operations Management

Hospitality Perspectives

Third Edition

Philip Gibson and Richard Parkman

Routledge
Taylor & Francis Group
LONDON AND NEW YORK

Contents

List of figures x
List of tables xiii
List of case studies xv
Preface xvi
Acknowledgements xvii
Introduction xviii

1 Contemporary cruise operations 1
The elements of cruising 1
A history of cruising 8
The image of cruising 12
The cruise market 21
Acquisitions and mergers 21
Cruise brands 22
The economics of cruising 26
Summary and conclusion 27

2 Selling cruises and cruise products 32
The market 32
Cruise operators 33
The travel agent 35
Marketing actions and alliances 36
Loyalty 37
The cruise product 37
Accommodation 38
Dining on board 45
Bars 49
Entertainment 51
Shore excursions 52

Wellness – including spa, beauty therapy and haircare 53
Shops 53
Photography 55
Casinos 55
Weddings, renewals of vows and celebratory items 57
Brand values and vessel classification 57
Summary and conclusion 62

3 Maritime issues and legislation 65
The shipping industry 65
The legal environment 68
Ship nationality, registration and flag 68
Marine pollution 70
Safety of Life at Sea 72
Sanitation and cleanliness 75
Marine security 77
Cruise ships and the environment 78
Financial responsibility 79
Maritime organisations 80
Summary and conclusion 83

4 Cruise geography 85
Destinations 85
Tropical zones 86
Tourists and climate 88
Cruise ports by type 88
Primary cruising regions: the Caribbean 90
Primary cruising regions: Europe and the Mediterranean 97
Primary cruising regions: North America 106
Primary cruising regions: Asia, Oceania and the South Pacific 110
Other cruise destinations 114
Summary and conclusion 116

5 Planning the itinerary 129
What is a cruise destination? 129
What makes a good port of call? 130
Analysis and evaluation 132
Tourist motivations 139
Logistics, positioning and planning 140
Shore excursions 147
Summary and conclusion 157

6 Working on board 160
The roles and responsibilities on a cruise ship 160
The management of hotel services 164
The shipboard culture: managing a multicultural crew 168
Working on board: practical considerations 172
Recruitment practices 173
Challenges for leaders 176
Uniforms at sea 177
Summary and conclusion 179

7 Guest services 181
Service and quality 181
Quality for products and services 184
Operations and management 185
Managing guest services 189
Information 189
Influences on guest services: tipping 191
The human side of service quality 193
Guest service systems for cruise companies 193
Demography, profiles of cruise guests and specific needs 194
Providing guest service 195
What is good practice for guest service? 196
Orientation for guest service 196
Summary and conclusion 199

8 Managing food and drink operations 201
The provision of food and drink on board 201
Supplies and services 202
Food production and service delivery systems 204
Organising people, products, processes, premises and plant 215
Guest demands and operational capabilities 217
Control actions for food and drink operations 219
Planning wine lists 220
Food safety, health and safety and consumer protection 224
Summary and conclusion 230

9 Managing facilities 232
Revenue or yield management 232
Costs, sales and markets 234
Administering accommodation 235
Aesthetics and ergonomics 236

Accommodation systems 238
Work schedules and routines 239
Dry dock 242
Environmental issues 243
Summary and conclusion 252

10 Health, safety and security 253
Travelling safely 253
Centers for Disease Control and Protection – Vessel Sanitation Program 254
Norovirus 256
Vessel Sanitation Program inspection 259
Safety at sea 263
Assessing risk 266
Providing a service to guests who have special needs 270
Summary and conclusion 272

11 Talent management and training 275
Talent and training 275
Talent at sea 276
Developing a trained crew 278
Learning cultures 280
Training needs analysis/assessment (TNA) 284
Skills development 285
Planning a training session 286
Mentoring 288
Learning and motivation 289
Summary and conclusion 295

12 Leadership in the cruise industry 298
The context of leading on cruise ships 299
Leadership and management 301
Leadership theories 304
Emotional intelligence 305
Emotional labour 308
Surface acting and deep acting 309
Leading with emotions 310
Situational leadership 311
Leader–member exchange theory 312
Transformational leadership 315
Work communities and cultural communities at sea 315
Formal power structure hierarchies and community-based power 317
Team leadership 320

Working and leading on board cruise ships – common influencing factors 321
Summary and conclusion 324

13 Managing integrated operations 329
Researching graduate employment on cruise ships 330
Research planning 330
Results and findings 332
Implications 335
Developing an understanding of the cruise environment 336
The purser's office and integrated practice 337
Summary and conclusion 358

14 Cruise management resources 360
A consideration of resources 360
Conclusion 375

Index **376**