

Issues determining the development of cruise itineraries: A focus on the luxury market

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Abstract

While the cruise industry has been identified as an ever increasingly important aspect of the wider tourism industry, this sector remains relatively under researched. Cruises have shown strong year on year growth and, in 2004, was the holiday of choice for more than 12 million tourists. Challenges facing the industry are concerned with market segmentation and the development of new and exciting ports of call. This research focuses on one aspect of the luxury cruise industry: that of the development of cruise itineraries. Specifically, this research will identify the itinerary planning process in the luxury cruise industry, determine the main issues and challenges faced when developing itineraries and finally present an overview of the influences that might shape luxury cruise itinerary planning in the future.

Introduction

According to a range of sources, the cruise industry would appear to be the fastest growing sector of the tourism industry (Dickinson & Vladimir, 1997; Hall, 2001; CLIA, 2004; Cartwright & Baird, 1999; Toh, Rivers & Ling, 2005). In recent decades, it has grown at roughly double the rate of tourism as a whole (Wood, 2004). While the North American market dominates the cruise industry, the European and Asian markets are presently growing faster than the US (Butler, 2003). This expansion is not only geographic, it is also socio-demographic with, for example, cruise organisations targeting new age groups, families, and population segments with lower and higher levels of income.

While there is no exact or official definition of cruising, the Cambridge dictionary defines a cruise ship as a large ship, like a hotel, on which people travel on for pleasure (Cambridge Dictionary, 2005). Purists suggest a cruise is a specific type of ocean voyage, one in which the vessel begins and ends at the same place, and its main purpose is the leisure and recreation of its passengers (Douglas & Douglas, 2004). However, this definition obviously excludes those vessels that start and end in different ports and also excludes those passengers that may join or leave the cruise during the route. For Cartwright and Baird (1999, p.xix) the definition is a matter of motivation. The passenger on a traditional liner wishes to go from A to B and is thus not involved in a cruise, whereas on cruises, the voyage is a part of a total holiday package.

Butler (2003) identifies the key element of modern cruise tourism as the ship's accommodation, and not the ship as a mere means of transport. Cruise ships are often compared with land-based resorts (Morrison, Yang, O'Leary and Nadkarni 2003), theme parks (Weaver, 2005) and with hotels (Toh et al. 2005). This is evident in the ship's layout, the services offered, and the ship's personnel organisation. Ships are becoming larger, and therefore they can offer as many activities as any land based accommodation type (Weaver, 2005). Today's cruise ships have swimming pools, theatres, shopping centres, tennis courts, ice skating rings, rock climbing facilities, golf courses, libraries, internet-cafes, gyms, spas and art galleries. Nautical nomenclature is being replaced by hospitality terms; decks are being called floors and cabins are now rooms on some cruise ships (Ward, 2005). Crewmembers are clearly divided in two distinct areas of operation; the technical and navigation department on the one side, and the hotel operations on the other (Lois, Wang & Ruxton, 2004). The emphasis placed on attempting to provide a hotel experience is reinforced by the common use of titles such as Hotel Manager and Food and Beverage Manager and it is normal for the hotel operations staff to outnumber the technical and navigation staff (Douglas & Douglas, 2004:27).

In recent years the cruise industry has moved towards offering a wider range of cruise products in order to target new market segments. Generally the ships that have recently been commissioned and currently being built are bigger than ever, thus creating a mass customized product and allowing companies to achieve economies of scale (Weaver, 2005). However, certain cruise companies are targeting the very wealthy with small ultra luxury ships providing an exclusive, tailor made product (Wood, 2004; Dickinson & Vladimir, 1997, p.98). According to the Passenger Shipping Association (PSA), in their annual cruise review of 2003; the ultra-Luxury market enjoyed an increase of 67.9 % in the year 2002-2003 in the number of British passengers compared with a 17.4% growth in the cruise market as a whole (PSA, 2003).

While potentially straightforward, the classification of cruises is quite a complicated affair. The most accepted and detailed classification of cruises can be found in the Berlitz Guide, Ocean Cruising & Cruise Ships 2005 (Ward, 2005). It classifies all ocean cruises around the globe into 10 different categories, from 1 star to 5 stars plus. Within the ship size Ward (2005) does not consider the tonnage of the ship, but the number of passengers and classifies a Boutique Ship as one that can accommodate 50-200 passengers, a small ship can accommodate between 200-500 passengers, a mid sized ship can cope with 500-1200 passengers and a large resort ship can accommodate in excess of 1200 passengers. However, Ward (2005:150) considers the classification as incomplete without an indication of the “lifestyle classification”. This reflects the market segment in which the ship is positioned and presents an indication of the level of quality of food, service and facilities. Thus Ward (2005:150) classifies cruise ships as being “Standard, premium, luxury or utterly exclusive”.

The Supply and Demand of Cruising

The cruise industry is a clear example of the process of globalisation. The cruise companies have detached themselves from the constraints of geography (Wood, 2000). The three big corporation: Carnival Corporation; Royal Caribbean Cruises and Star Cruises Group, control 79.7% of the world and 91.5% of the North American market (Butler, 2003). Based in Miami, Carnival Corporation is the undisputed leader in the world and in the US market, with a portfolio of 12 cruise brands in North America, Europe and Australia. These brands operate 78 ships totaling more than 134,000 lower berths with 12 new ships scheduled for delivery between July 2005 and April 2009 (Carnival Corporation, 2005). While Carnival have always considered the younger market as important, latterly have been emphasising and concentrating on this sector. Royal Caribbean Cruises, also based in Miami, is the second

largest group in the world. It is focused strongly towards the North American market; but is making an effort to enter into the European share, offering cruises around the Mediterranean (Royal Caribbean, 2005).

Founded in 1993, Star Cruises Group is based in Kuala Lumpur (Malaysia) but operates out of Singapore and is identified as the undisputed leader in the Asia Pacific region (Ward, 2005). Initially providing offshore gambling facilities to the South-East Asian population, it has developed an impressive fleet (Douglas & Douglas, 2004) and has expanded globally (Scull, 2005).

The major supplying market for cruises is the United States. In 2004, this market generated some 9.2 million cruisers, a figure that is forecasted to grow at an annual rate of 8% (CLIA, 2004). The next generating market is the UK, with over one million passengers in 2004 (PSA, 2004). Table 1 below gives a clear indication of the originating markets.

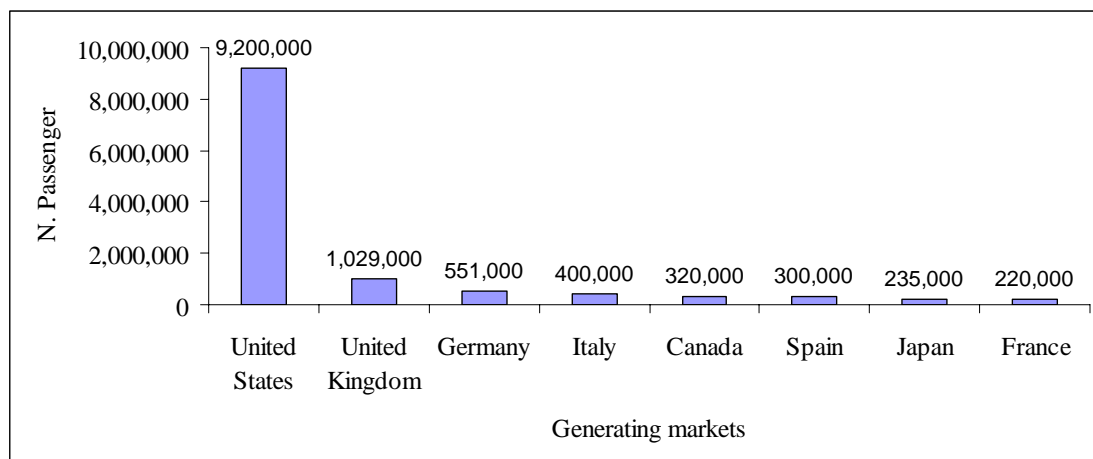


Chart 1: Most important generating markets in 2004 (Source: Data extracted from PSA, 2004; Crucemar, 2004 & CLIA, 2004)

Overall, the demographic profile of the average person taking a cruise, is over 55 years old, earns an annual income over US\$75,000, has a university degree, is married and employed (CLIA, 2004; PSA, 2004). As most, if not all research into cruise tourism is conducted in the two main generating countries of the United States and the United Kingdom, this description neatly describes those cruisers originating from those markets. Details of the typical cruiser from other countries are more difficult to source due to the lack of research. However it has been found that in the Japanese cruise market passengers of 70 to 80 years of age are the most important and, in contrast, young Asian people between 20 and 30 years of age are attracted by Star Cruises (Butler, 2003).

Destination Demand

Most of the literature studying destination demand is based on the assumption that travellers go to a single destination (Lue, Crompton & Fesenmaier, 1993). Consequently there is little information available regarding multi-destination tourism, or itinerary planning. However, Tideswell & Faulkner (1999) considered that there was sufficient evidence to suggest that a majority of tourists choose to visit more than one destination (in various geographical contexts) when they travel. Boniface & Cooper (2001:8), classify forms of tourism in terms of the purpose of the visit of the tourist: holiday tourism; common-interest tourism; and business and professional tourism. The “holiday tourism”, is divided into the “sun-sea-sand” type and the “touring-sightseeing-culture” type (Boniface & Cooper, 2001:8). Consequently it might be suggested that cruises are able to satisfy both types of holiday tourism, and it might also be argued that cruise tourism also caters for common-interest tourism (eg theme cruises) and business and professional tourism (eg incentive groups).

Tourists perceive visiting different destinations as very beneficial (Mill & Morrison, 1998; Tideswell & Faulkner, 1999). The potential tourist is likely to view a multi-destination holiday as a way to minimise the level of risk and uncertainty (Lue et al, 1993; Tideswell & Faulkner, 1999). By visiting different destinations, the tourist is accumulating more experiences and enriching consumption (Murray & Graham, 1997) and this contributes to satisfying the heterogeneity of preferences of a group or even an individual (Lue et al, 1993). Multi-destination trips have an economic rationalism; they are perceived as a way to save time and money associated with the travel (Lue et al, 1993). This is true for the cruise experience where passengers believe, that if they visited all the places on a “one by one” basis, it would cost them more time and money (Mancini, 1999:16).

In essence, route based tourism, whatever the scale, “combines cultural consumptions with points of sale and is inextricably linked to a continuous re-imaging of place and culture that draws inspiration from nostalgia, memory and tradition” (Murray & Graham, 1997:27). (Do you think this needs explaining?) Since 1997, the touring business has experienced a growth after declining for two decades and similar to the cruise industry, tours have updated their product by offering more flexible schedules and itineraries that include less-popular or less-well-known places. Thus attracting then a much broader psychographic tourist segment (Plog, 2001).

The Development of Cruise Itineraries

In 1991, Marti conducted research that examined the importance of the cruise itinerary when choosing a cruise. When determining the factors which influenced the choice of cruise it was

found that the selection of ports of call ranked second only to the cost (Marti, 1991). Marti undertook further research on a luxury cruise and discovered that while passengers had a preference to stay longer at ports of call, and indeed to limit the number of ports visited per week, the cruise itinerary still ranked third in the factors that influenced the cruise selection. There appears to be a difference between first-time cruisers who tend to demand more intensive port itineraries, and more experienced cruisers who appear to prefer a more relaxed itinerary with more days at sea (Lingard, 2002; Cartwright & Baird, 1999; Haller, 2005). Thus these opposite desires will influence the cruise planning philosophy (Marti, 1992) and itinerary planners will have to consider the target market for a particular cruise in order to achieve the correct balance between the number of ports visited and the number of days at sea. Indeed, this concept is especially problematic for itinerary planners as many cruise ships carry both first timers and more experienced cruisers and therefore the itinerary must satisfy both (Lingard, 2002).

When an itinerary is designed, several factors are taken into consideration. Obviously the homeport will have a major influence on the itinerary and it would be puerile to expect a ship based in Singapore to consider Caribbean ports as a regular and viable option. Similarly, the duration of the voyage will influence the number of ports visited: the longer the voyage, the more ports that could potentially be visited (Lingard, 2002). The appropriateness of the port facilities would also influence the itinerary. For example, an itinerary planner might assess both the berthing facilities for the vessel and also the extent of the on shore facilities, and perceived level of service for their customers when deciding on a particular destination (Marti, 1992). There are two categories of itinerary planning: one category is when a ship follows the same itinerary on a year-round basis, and always uses the same port for embarkation and disembarkation; the other case occurs when embarking and disembarking is done at different ports, and the ship's itinerary changes for each voyage (Marti 1992).

Different categories of cruises appear to place different emphasis on choosing ports of call. Luxury cruises, for example, place importance on visiting exotic destinations (PSA, 2003). As Lingard (2002) observed, more affluent and experience sea tourists have the desire for first-hand knowledge of less-visited parts of the world. This point of view is also supported by Cooper's findings that upper-class tourists are more attracted to smaller and remoter sites when touring (Cooper, 1981). According to Conroy (2004), the key to itinerary planning for the luxury market is to be in the right place at the right time. For instance, exclusive cruises do not like to be in a port the same day as one of the more mass tourist cruise lines such as Carnival (Lingard, 2002).

The amount of research published on cruise tourism is very limited in comparison to other areas of the tourism industry. This is further compounded by the concept of luxury cruises being largely under-researched and consequently there are a variety of knowledge gaps that might be studied. This research focuses on one aspect of the luxury cruise industry: that of the development of cruise itineraries. Specifically, this research will identify the itinerary planning process in the luxury cruise industry, determine the main issues and challenges faced when developing itineraries and finally present an overview of the influences that might shape luxury cruise itinerary planning in the future.

Methodology

A purposive method of selection was then used to determine the sample population. Phase one of this method of selection involved the identification of ocean cruises around the globe. Ward (2005) identified a total of 256 ocean-going cruise ships in service and used a one to five star plus rating system to present an indication of level of service. While the purpose of this study is to determine the influences that affect itinerary planning in the cruise industry it was felt that concentrating on one sector or level of the cruise industry would allow some specific results to be drawn. Thus it was decided to concentrate on the luxury segment of the cruise industry. Consequently the researcher selected all those cruise ships that were rated either four stars plus, five stars and five star plus. Subsequently a total of 16 cruise companies around the world offer a product that suits the luxury and utterly exclusive market were identified. Two of the identified companies were found to be based in Japan and for language reasons the researchers decided to remove these companies from the sample set. Therefore a sample set of 14 cruise lines offering luxury cruises were identified, contacted and asked to participate in this study. These 14 organisations comprised nine that were based in the United States, two in Germany, and one each in the United Kingdom, France and Australia.

During the first stage of the research, the author contacted these cruise companies via their web sites. The internet provided the advantage that participants can be selected on the basis of their appropriate fit within the research questions, rather than their physical location (Markham, 2004). Internet technology also accommodates both asynchronous and synchronous communication between researcher and participant. Thus the researchers could send messages at a convenient time, and the recipients could read the message at a time convenient to them (Markham, 2004). In this first contact the purpose of the study was explained and potential participants were asked if they would be willing to take part in a telephone interview.

While there are a range of identified advantages (Shuy, 2001) and disadvantages (Sykes & Collins, 2001) associated with using the telephone to conduct an interview, the location of the identified cruise organisations and the obvious lack of resources made interviewing by telephoned the most cost effective and appropriate means of collecting data. The final interview consisted of nine questions which were based on the literature that was collected on issues pertaining to itinerary planning and destination management. Of the 14 luxury cruise organisations identified for this study, nine agreed to take part in this research representing a response rate of 64%. Extensive notes were taken during the telephone interviews and fully transcribed immediately. Data were analysed via content analysis and was subject to both manifest and latent coding, thus allowing the development of bar charts.

Results and Discussion

This section will present results from those questions that were particularly concerned with itinerary planning. Participants were initially asked to describe their itinerary planning process and the full range of responses are detailed in figure 2 below. It can be seen that the vast majority of participants suggested that the process of designing an itinerary is based on communication with customers regarding their previous experience with a port, or when it comes to introduce a new destination, gathering information through a site inspection. As one participant stated:

“The planning process starts the moment the passengers disembark. We listen to their comments on each port, and they provide us with the information we need to start planning for following itineraries”.

Cruise companies offer incentives to encourage customers to fill in rating forms which allows organisations to tailor their ports of call accordingly (Cartwright & Baird, 1999).

It can also be seen that itinerary planners consider more technical aspects of the potential port such as the geographical region where the ship is going to sail, the cruise duration and the berthing facilities of the port. The concept of profitability was important for many organisations with one of the main concerns being to create an attractive product that will be attractive to and satisfy the high expectations of luxury customers.

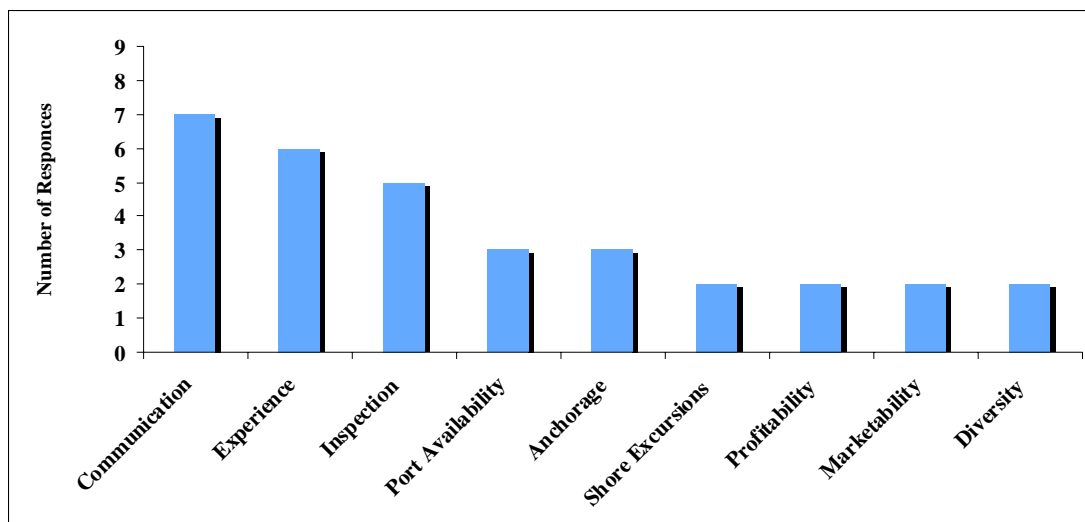


Chart 2: Important factors when designing itineraries

Participants were asked to consider the main issues and challenges they face when planning itineraries. Chart 3, below shows the most mentioned responses to this question. The majority of respondents expressed their concerns about the congestion found in popular ports, especially those located in the Caribbean and in Alaska and accords well with issues raised in previous research (Hobson 1993, Miller & Grazer, 2002).

It would appear that the issue of port congestion can be divided into two types of challenges. Firstly there is the difficulty of finding a berth, agreeing suitable dates and the coping with the demand to stay at popular port. On the other hand, luxury cruise companies hope to be able to avoid visiting a port when other ships, perhaps with thousands of passengers are visiting. This is particularly true for companies operating smaller ships that want to offer an individual experience to their customers. This also is influenced by population of the proposed port, for instance, big cities such as Barcelona or Singapore, might not be as affected by the visit of thousands of tourists from a ship compared to a small island.

Another challenge facing itinerary planners is the need to keep itineraries fresh. One respondent considered that “if we don’t regularly source new and exciting destinations for our ships to visit, we will lose clients”. Additionally to provide a greater experience to the tourist, searching for new ports is a way of solving the second challenge identified above which is to avoid congested ports. However, sourcing new ports that will be acceptable for the luxury market is challenging and one respondent commented that “many new ports require outside investment to help bring the port up to par”. It has been stated that cruise ships are a perfect example of the tourist bubble, a “controlled, safe, pleasurable environment with a wide range of recreational facilities and activities” (Jaakson, 2004:46). The cruise companies are able to control the experience that their passengers have on board, but when the tourists go a shore to

visit the port, this highly controlled environment is outwith the control of the cruise organisation. A consequence of this lack of control might manifest itself in a feeling, on the part of the cruisers, of apprehension caused by the fear of becoming lost, the fear of crime, or the lack of knowledge of the local language (Jaakson, 2004; Dickinson & Vladimir, 1997). Consequently cruise organisations are keen to source destinations that offer a similar standard of activities and facilities to those found on board. The argument is that the effort put into providing a quality experience to a guest on board might be in vain if similar standards are not experienced when ashore.

Many respondents considered that preserving individuality was a challenge for luxury cruise operations. However, many respondents felt that this was overcome by offering sightseeing tours in small groups. One respondent suggested that their organisation was considering allowing passengers the opportunity to decide their own itinerary; the company only defines the embarkation and disembarkation ports, the Captain compiles a list of ports within reach for the following day, and democratically, the guests vote for the next destination to visit. This is a completely new way of designing an itinerary and of understanding the concept of individuality.

Other challenges faced by itinerary planners were identified as being concerned with the government regulations and bureaucracy in the various ports and the weather. While there is not too much that can be done by itinerary planners that will affect the weather, too much bureaucracy can negatively influence an organisations image of a destination which may result in it not being included on an itinerary.

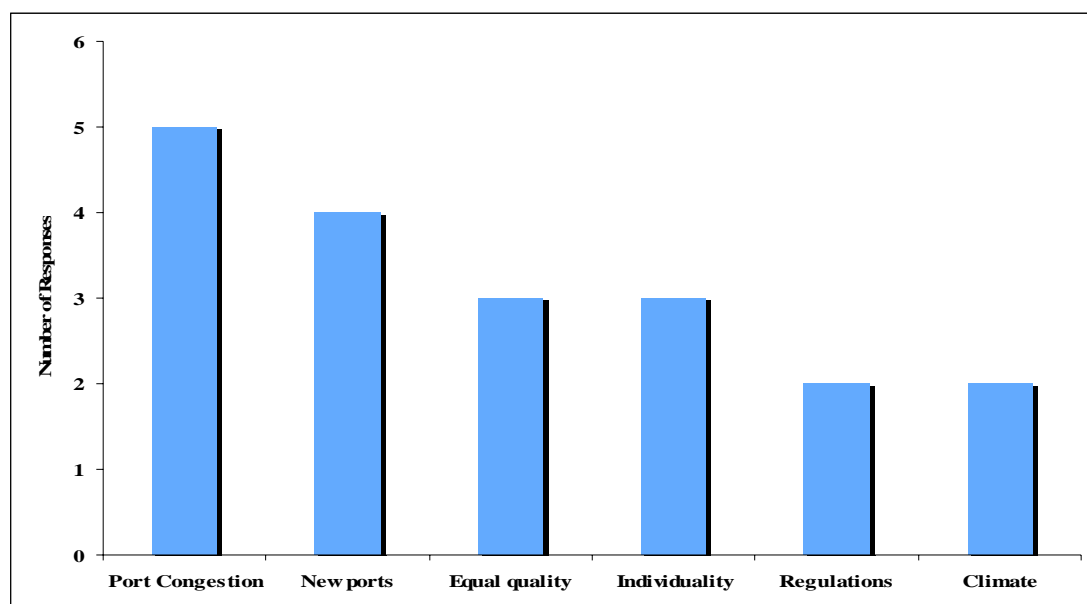


Chart 3: Main issues and challenges faced when planning itineraries

Finally, respondents were asked what important aspects were envisaged to be taken into consideration when planning future itineraries. It can be seen from Chart 4 below that the two most mentioned aspects were diversification of ports of call and the attractions within the various ports. The majority of respondents stated that diversification was the key for an itinerary to be successful and profitable. It was felt that an itinerary cannot be seen as a sum of independent parts as there must be a balance between popular places, and less known places; a balance between ports that offer many activities, and those ports that invite relaxation and observation; and a balance between traditional and innovative destinations. Cruising enjoys a very high customer satisfaction rate and therefore, cruisers are more likely to repeat the experience (Peisley, 2004; CLIA 2004). Indeed it has been estimated that two-thirds of people taking a cruise are repeaters (Dickinson and Vladimir, 1997). There is a general assumption drawn from the passenger surveys, that repeat cruisers want to visit new destinations, additionally, luxury travellers are more difficult to satisfy because they are well travelled and want to be the first to try new and unique destinations (Lingard, 2002). However, cruises must also attract new customers and promote a demand increase by offering a combination of well known ports and undiscovered ports they can target experienced cruisers and new customers. This finding accords well with previous research that indicates tourists are pushed by the desire for something different and are pulled by what the destination has to offer. Therefore, by offering a variety of destinations, as is the case with the cruising experience, there will be greater possibilities to satisfy such customers' desires. Indeed, as Moutinho (2000) and Plog (2001) have realized, the majority of people when travelling search for a balance between familiarity and uncertainty, between harmony and complexity, between consistency and novelty. While it might be unreasonable for a port to provide an exact balance as stated above it is thus contended that a carefully planned cruise itinerary will result in an overall balance of familiarity and uncertainty, harmony and complexity and consistency and novelty.

Almost half of the interviewees mentioned that distance and port attributes as being important variables that will go into future planning exercises. Distance refers to the distance between ports, between the homeport and visiting ports, and it also includes the distance between the originating market and the home or base port. Consequently, this distance will affect operational decisions. The port attributes encompasses terms such as, port agents, destination infrastructure, port facilities, security, safety, environment policies, provisions and cleanliness. These findings confirm Marti's theory (1990) that itineraries are influenced by site and

situation, where site refers to the ports visited by the ships. However, Marti suggests that without a substantial investment in infrastructure and superstructure, “a port cannot attract patronage” (1990). Respondents reported that this is not so crucial today, in fact, some cruise lines that search for individuality and new experiences, have strong inflatable tender boats that allow passengers to go to ashore when there are no docking facilities, and the vessel must anchor instead. This provides some people with more of a sense of adventure (Cessford & Dingwall, 1994). Nevertheless, as results from this study would suggest, for the majority of ships, “site” is an important factor.

Results from this study would indicate that the cruise length is also an important determinant for future itinerary planning. For instance, it was found that one cruise line has moved their base port nearer to the cruising area and further from the demand market, thus providing shorter itineraries but visiting the same ports. This decision was taken to satisfy the demand for shorter cruises. This would suggest that an important consideration is the marketability of the cruise.

However, it was found that the design of an itinerary is also conditioned by cost factors, such as fuel consumption and port taxes. Firstly, it must be noted that only one respondent alleged port taxes to be a variable that can affect the visit to a certain destination, and that is only in the case of having to decide between two similar ports of call. On the other hand, fuel consumption costs were mentioned by four out of the nine participants, and consequently can be identified as an important variable. However, there is a possible relation between the concern of fuel consumption and the fact that during the period the interviews were done, in April 2005, the crude oil reached a price of more than US\$58 a barrel (Willis, 2005). This might explain the importance placed on this aspect by four participants that mentioned fuel consumption as an important variable to be considered when planning future itineraries.

This research found that there also appears to be a growing importance in luxury cruise lines staying longer at those ports that have enough tourism experiences to satisfy passengers. The port of St. Petersburg was mentioned several times as a prime example and it was suggested that passengers can stay for up to three days. This is unusual as the majority of itineraries offer one full day at a destination, and normally sail to the next port during the night. Deciding to stay one or two nights in a particular port will affect the design of the itinerary.

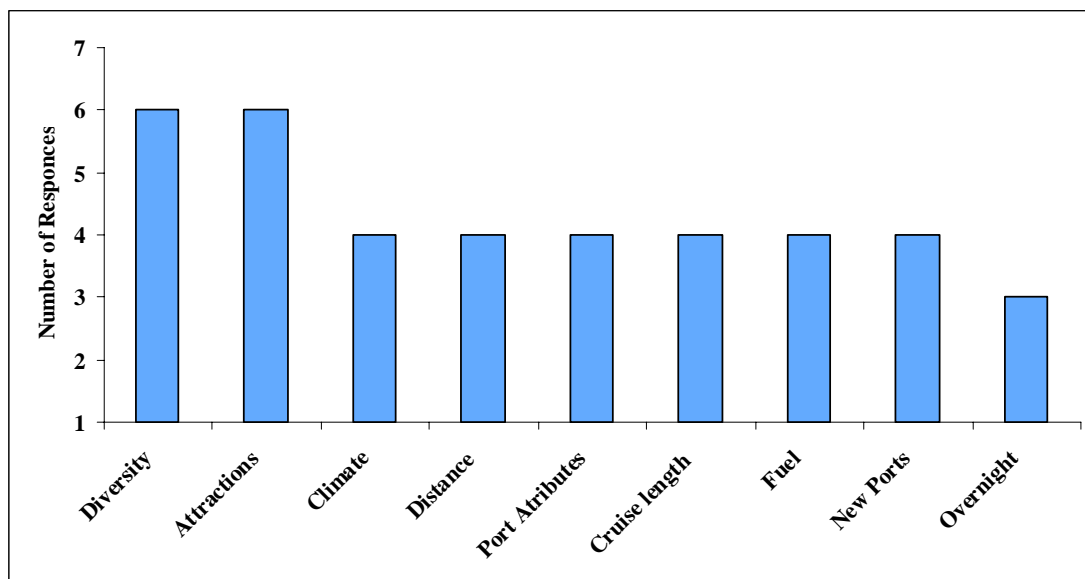


Chart 4: Important aspects were envisaged to be taken into consideration when planning future itineraries

Conclusion

This study has examined the under researched topic of itinerary planning for the luxury cruise industry. While it is recognised that the sample for this study was quite small, the findings must not be underestimated as this study represents the views of almost three quarters of the luxury cruise itinerary planners in the world. Thus it is possible to draw several conclusions from this study.

Firstly, and not surprisingly, it can be seen that the views and experiences of previous and current customers are of paramount importance to itinerary planners. There would appear to be a recognition that the ports of disembarkation are essential to the overall perspective of the cruise as held by customers and indeed is seen as an important and an integral part of the cruise. Thus it might be suggested that cruise organisations and itinerary planners are under constant pressure not only to source new ports of call that will be attractive to the luxury market, but also ensure that those ports of call will provide customers with an experience that is comparable to the experiences that are commonplace when on board. For example it would not be appropriate for a luxury cruise to plan to stop at a small port that is inundated with other cruise tourists; similarly, itinerary planners would be unwise to choose a port where the level of facilities and service is below those experienced on board. However it is perhaps dangerous to make overly general comments regarding this point as the inclusion and importance of other aspects might outweigh the desire for a high level of facilities and service while ashore. For example, a luxury cruise might include a very under developed port as part of their itinerary and highlight their very underdeveloped nature as being a key attraction for guests. The sense of adventure and discovery experienced by guests might temper their desire

for a luxury experience. 'Roughing it' would be part and parcel of an Antarctic cruise that included a period ashore.

The above notwithstanding, itinerary planners are increasingly required to source new and interesting destinations for their customers. Results from this research would suggest that the luxury market would appear fickle and considering the increasing supply of luxury cruise organisations, customers will decide on their next cruise based as much on itinerary as service. In addition, while this research did not concentrate on the aspect of safety and security, it is contended that this must be considered and be provided for by the cruise organisation; certainly whilst customers are on board, but also perhaps while they are visiting a port that has been chosen by the cruise organisation. A large number of foreign customers being disembarked from a luxury cruise liner might present a suitably high profile target. (REFERENCE!, you just made that up!), I'll look in the answers, some mentioned something on ISSP or IPSS, some regulation on safety.

Finally it might be concluded that this research has indicated that the luxury market appears to be attracted to longer stays in port. This raises questions concerning the very nature of the cruise experience. It might be suggested that increasingly, the ship is merely a means of getting from one interesting destination to another and provides safe and luxurious hotel accommodation once there. Thus itinerary planners are required to identify ports that can provide customers with enough stimulation to keep them occupied for increasingly long stays in port.

The cruise industry is growing in importance and an increasing number of tourists appear to be choosing cruises as their holiday experience. This growth is presenting cruise itinerary planners, especially in the luxury market, with a variety of issues that need to be addressed when planning future itineraries. The importance of the various ports of call that comprise a cruise itinerary should not be underestimated and this research would suggest that the experience of discovering new and interesting itineraries is an integral aspect of the overall cruise experience for the luxury cruise customer. While the on board facilities and the level of service are of course extremely important to the luxury market, this study would suggest that there appears to be an increasing recognition amongst cruise organisations that itinerary planning must not be forgotten if organisations are keen to maintain and develop their luxury brands.

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