

Key features

- Cruise is more tourism than shipping
- 14 million passengers annually
- Three main categories: Luxury, Premium and Standard
- Trends: Larger ships and Consolidation
- 400 large ships, thousands smaller ones

Types of ships

- Large, expensive ships, Getting bigger
- Medium and small tailor made ships
- Smaller and older are used in low price market

Largest companies

- Carnival
- RCCL
- Star
- MSC
- TUI
- Regent

Income

- 10% tickets
- 50% sales on board
- 40% games / entertainment / activities

Economy

- Difficult to earn money
- Economies of scale

Competition intensity

- Strong internal rivalry
- Many substitutes for tourists
- Many newcomers
- Low negotiation power for suppliers
- Many small customers
- Seasons dependent
- Cyclical

Organisation Management

- Complex staff on board and onshore

Technology

- Demand for high speed and comfort
- Safety

