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Beyond the Horizon: A Panel Discussion on the Current Educational Challenges Facing the Future Growth of Cruising. Conference Report

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ABSTRACT

The controversial nature of cruise tourism, due to its potential negative impacts, prompted the discussion panel comprising experts in education, marine affairs, and destination management to talk about the future of cruising and implications for specialized education. This report is based on a panel discussion that took place on 4th of October 2023, during the 39th annual EuroCHRIE conference in Vienna. The panel consisting of four esteemed panelists, representing educators in hospitality, tourism, and cruise, as well as the cruise industry, was invited and moderated by Moderator, who also coordinated the preparation of this report. Through discussions from a wide array of perspectives, the panel aimed to identify and better understand the role of educators and the cruise employers. While a 90-minute session cannot cover all emerging topics around cruising, this report, therefore, is intended to initiate a conversation and debate on the future of cruise education.

KEYWORDS

Hospitality and tourism education; cruise tourism; cruise management; destination sustainability; post-pandemic trends and recovery; sustainable cruising; future of cruising

Introduction

The cruise industry has demonstrated remarkable resilience amid the pandemic, rebounding faster than international tourism arrivals (Smith, 2023). With the vast array of itineraries and experiences offered by cruise tourism, it is no surprise that it remains a popular choice for travelers seeking unique and memorable vacations. According to the CLIA's *State of the Industry 2023 Report*, 85% of past cruisers indicated their willingness to cruise again, which is 6% higher than the pre-pandemic levels. Furthermore, the younger generations, including Gen X and Millennials, show great interest in cruise holidays and are considered the future of the industry (Reichheld et al., 2017; Tavares et al., 2021). Despite the COVID-19 pandemic causing significant financial damage, the cruise industry projects a capacity growth of 19% to over 746,000 lower berths with as many as 66 new ships from 2022 to 2028 (CLIA, 2023).

Educational choices for cruise tourism are necessary for professionals at sea and destinations to provide high-quality and sustainable experiences while addressing the industry's emerging challenges and opportunities. According to Papathanassis et al. (2013, p. 56), "cruise management programs are frequently essential degrees in business

studies, containing a number of tourism- and cruise-related modules, as well as language electives." These differ substantially from traditional hotel and hospitality management programs, characterized by a more operational focus, with modules having a descriptive-practical character. Therefore, a stronger alignment between the regular hospitality curriculum and internship experience would be expected compared to a cruise management program.

Current offers for cruise management programs by higher education are surprisingly limited to Europe and include Bremerhaven University of Applied Science and the University of Plymouth (e.g. de Groot, 2011). North American universities tend offering a single cruise management course as part of their hospitality or international business programs, often combined with a one-week study cruise (e.g. Weeden et al., 2011). The number of specialized cruise management graduates around 70–80 per year (e.g. Dingle, 2013) is hardly sufficient to meet the growing demand for highly educated managerial personnel. This was themed by Panelist III as he relocated from Asia to Europe; thus, we began the dialog with the European cruise industry professionals.

The following discussion panel conducted during the EuroCHRIE¹ conference², brought together cruise,

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Table 1. Panel discussion participants.

Panelist name and current role	Short Bio
<i>Professor Dr.Dr.hc Alexis Papathanassis</i> is a Professor for Cruise Management and eTourism at Bremerhaven University of Applied Sciences in Germany.	Before becoming rector at his university, Alexis was the appointed Dean for the Faculty of Management and Information Systems, Co-Director of the Institute for Maritime Tourism and Chairman of the <i>Cruise Research Society</i> . Alexis' publication activity mainly focuses on the cruise sector and comprises over 120 contributions to textbooks, peer-reviewed scientific journals and conferences. Besides being an advisory partner for <i>Deloitte Consulting</i> (Germany), he regularly acts as an independent consultant to numerous tour operators and cruise companies. Over the last years, Alexis has participated in various national and international publicly-funded projects, aimed at cruise tourism development. Prior to joining fulltime academia, Alexis pursued a career at <i>TUI</i> , Europe's leading tourism group.
<i>Professor Dr. Perry Hobson</i> is a Director of the Academy of Tourism at Breda University of Applied Sciences (BUas) in the Netherlands.	Perry has had a long interest in the cruise tourism, and his first research paper on an "Analysis of the US cruise line industry" was published 30-years ago in the <i>Journal Tourism Management</i> . Before his appointment in Breda, Perry was the Professor of Tourism at Sunway University in Malaysia. He has been the Editor-in-Chief of the "A" ranked and SSCI indexed <i>Journal of Vacation Marketing</i> for over two decades, and is a Board member of The International Centre of Excellence in Hospitality & Tourism Education (THE-ICE) accreditation body. He is a past-President of ApacCHRIE; a lifetime Fellow of CAUTHE, the Council of Australasian Universities for Tourism & Hospitality Education in Australia; and an Honorary Fellow of CHME, the Council for Hospitality Management Education in the UK.
<i>Rolf Andre Sandvik</i> is a CEO and Founder of Northern Xplorer AS in Norway.	Rolf is master mariner with extensive experience as captain with Norwegian Cruise Lines and Crystal Cruises. He was a Head of The Royal Norwegian Trades Department's entity SIVA SF's Destination Development and acted as a Vice President in charge of investment and development of tourist destinations in Norway for seven years. In 2014 he founded travel company <i>The Fjords</i> , building two hybrid sight-seeing vessels constructed by Norwegian shipbuilder Brødrene Aa. Later in 2018 he founded and headed up the <i>Northern Xplorer AS (NX)</i> that has launched a concept for a zero-emission luxury cruise ship.
<i>Professor Dr. Cihan Cabanoglu</i> is McKibbon Endowed Chair Professor of the at the University of South Florida, USA.	Cihan serves as Dean and McKibbon Endowed Chair Professor of the School of Hospitality and Tourism Management (SHTM) in the Muma College of Business at the University of South Florida (USF). He is also the Director of the <i>M3 Center for Hospitality Technology and Innovation</i> . He is the Editor of the <i>Journal of Hospitality and Tourism Technology (JHTT)</i> and several other highly ranked academic journals. Cihan is a renowned hospitality and tourism technology expert, and also a Fulbright Specialist and Certified Hospitality Technology Professional (CHTP). Cihan's ongoing research and teaching includes cruise management and customer perspectives, especially from the technology viewpoint. He has been teaching Cruise Management courses at the university level for over 20 years. He also organized 10 conferences onboard cruise ships.

hospitality, and tourism educators from both continents as well as a cruise industry executive (Table 1). The key discussion points emerged from the preparatory phase of the panel, when all participants were asked to express their views on the problem. They were around future industry trends and challenges, setting expectations for graduates and educational programs, and their current hurdles. The questions to panelists were set by the moderator and are highlighted in *italic font* in the text. The panel concluded with panelists expressing their personal perceptions and attachments to cruise tourism. The summary of this report discusses possible solutions for education and industry and suggests directions for future research based on the discussion input.

Key Discussion Points

The Future of Cruising

Despite its controversial reputation, the cruise industry demonstrates ongoing commitment to sustainability and innovation development (DiVaio et al., 2024; Paiano et al., 2020; Ramoa et al., 2018; Witthaus, 2023). The discussion began with Rolf Andre Sandvik presenting his cruise company in the making³:

"Northern Xplorer (NX) will offer the world's first zero-emission hydrogen-powered yacht-style voyages on an advanced ship featuring the latest green

technology. The NX world of opportunity envisioned by Rolf Sandvik is about solving three major challenges with one solution: challenges to the environment, society, and cultural and natural challenges. The revolutionary ship model and propulsion system, featuring the world's largest battery pack, will enable the ship to sail for days, rather than hours, in the fully electric zero-emission mode. The ship will make its way silently through a spectacular nature, undisturbed by noise and vibrations from conventional propulsion. The concept is built on a blend of immersive destination experiences with smaller ships, allowing visits to smaller off-the-beaten track ports. Focusing on local value creation and sustainability, the NX was tailored to 40-plus environmentally conscious passengers.

NX was preceded by Sandvik's previous successfully realized project "The Fjords," a zero-emission sightseeing ferry company in the Norwegian UNESCO World heritage Fjords. To address technical challenges in remote areas in the fjords, a dock with integrated batteries, charging stations, tanks, and areas for storage has been invented by the company and ship yard. This solved multiple challenges: lack of grid capacity, discharging of black water and gray water, infrastructure for tendering possibilities from cruise ships, and storage for operation (dry storage, freezers, and fridges). A *powerdock* that could be towed and moved anywhere

could also supply electrical vehicles, such as cars, buses, bicycles, and electrical rib boats.”

What kind of ships will we see in the future? Will only mega cruise vessels survive? Or will we go to zero-emission cruising with luxury mega-yachts? Shall cruises become shorter or longer? Is it about distances we travel or about discoveries and activities while traveling? Do travelers want to consume or immerse in the local communities and contribute positively to the environment? Are they prepared to pay extra for more sustainability? How can local businesses and residents be involved in the planning of cruise destinations and excursions on land?

Alexis Papathanassis picked up this point and highlighted the issue of scalability of innovative green technologies in shipping, especially considering the fact that the operational life of a cruise vessel ranges between 25 and 35 years. Effectively this means that the state-of-the-art technologies of today will potentially be the legacy technologies and obstacles to innovation in the future. Therefore, cruise sustainability ought to be considered in terms of all its three dimensions (i.e. ecological, economic and social) and the debate focus needs to be extended beyond propulsion- and fuel-technologies, while addressing energy-efficiency as a whole and also the interplay between economy and ecology. Moreover, cruise tourism is to be perceived as a system, incorporating a supply chain which extends on land and serves cruise vessels during their entire life-cycle; from design and construction to decommissioning and/or scrapping.

Alexis Papathanassis continued by noting that ultimately, and perhaps realistically, the survival of the cruise sector is highly dependent on its ability to meet the sustainability challenge. More specifically, cruise operators are faced with bridging the gap between regulatory (as well as societal) demands for green cruising and profitability; in the present and future. Technological advances in shipbuilding and digital innovations play a central role in this respect. They enable cruise operators to build and operate larger, smarter vessels which can sail with cleaner fuels, and reduced energy waste, while lowering the operational cost per passenger and offering higher onboard revenue potential. Simply-stated, although modern cruise ships tend to be larger and more expensive to build, they offer higher economies of scale and are cheaper to operate. “Size” in this context does not only involve tonnage, but also hosting capacity (i.e. automation/digitalization enables hosting more passengers by reducing crew numbers). In fact, operating a large modern ship is currently unimaginable without high-end technology and digitalization, fueling the gigantism trend.

Perry Hobson went on to point out that the logistics and operations of the cruise industry are particularly

challenging, and quite specific to this industry. After all, there are always things that can go wrong within the operations of a hotel, however in the hotel industry you don’t have your hotel moving every night! He also added that, from a destination’s perspective, the building of a new large hotel of several thousand beds would receive a lot of attention – both positive and negative. Opening large hotels and resorts can present all sorts of ongoing year-round challenges in less accessible destinations. In certain locations, visiting cruise ships do not place the same year-round strain on local resources, but do provide a flow of tourists that otherwise might not be able to access the destination. Of course, the increasing problem has become the size of the ships and managing the visitor flows within a short period of time.

Ensuring high efficiency of operations and enhancing customer experience on one hand, digitalization ultimately reduces the crew-guest ratio. What does it mean for both – customer and employee experience? Will it increase or decrease the attractiveness of cruising for different customer groups?

Alexis Papathanassis pointed out that digitalization can certainly enrich the cruise experience, yet these developments also come with risks and require a novel set of skills and competences for the cruise personnel. Dependence on smart applications and digitalized services on board implies that technology/software failure, connectivity issues, or even data integrity and reliability issues can result to considerable operational disruptions and massive service failure. As an example from his own experience, he mentioned an incident on board a mega-vessel, where all excursions booked and administered by a ship app. There was a short-term itinerary change, but the app was not updated accordingly. As a result, within a few hours there were over a thousand passengers storming the reception to enquire what would happen with their previously booked excursions. In a discussion regarding the contents of the app, a crew-member advised him: “*Do not trust the app.*” There are also the questions of usability and accessibility for the less technologically affine cruisers and not least role of humans in this new “phygital” service experience architecture.

Cihan Cobanoglu brought up another point about digitalization, highlighting the prevalence of satellite systems on modern cruise ships and emphasizing their role in delivering seamless connectivity and an elevated digital experience for passengers. Additionally, he expressed optimism about the potential widespread adoption of enhanced satellite technology on smaller expedition ships, as planned by Northern Xplorer, drawing parallels with modern mega ships. This discussion, echoing Alexis Papathanassis’s cautionary narrative, underscored the dual nature of digitalization in

cruise tourism – capable of enhancing customer experiences while posing challenges, thus emphasizing the importance of specialized education in navigating these complexities.

Higher Education for Cruise Industry

The travel industry is currently facing a shortage of properly educated employees worldwide, particularly in the pipeline (Papathanassis, 2021, 2024). As such, it is crucial to elevate the status of those working in the industry and promote greater investment in education and training programs. Furthermore, there is a shortage of educational programs that focus on sustainable green solutions, which has resulted in a lack of development to meet the growing demand of ship owners.

What kinds of graduates are sought for and by whom? Is the small amount of cruise professionals graduating in Europe enough to satisfy the industry demand? What are the challenges on the employer side? What are the educational knowledge gaps and deficits? What are the key qualities for being successful in the cruise jobs?

Rolf Sandvik talked about his experience as a founder of a shipping concept based on innovative technology. He stressed that his pioneering project had been facing a lack of technical knowledge to be part of the innovation when it comes to combining the technologies needed. Especially after the COVID-19 pandemic, all adjacent tourism sectors were hit by staff unavailability, so that companies, including their own, were hiring for the attitude and not for the skills. While openness is one of the key qualities required for success in a cruise career and must be nurtured during the education process, finding staff that shows an interest in working in the industry and making a career here is a huge challenge.

How do educators respond to this call? What kind of trends do we see in educational realities? Is there any communication between academia and industry?

Drawing on his eighteen years of experience with the Cruise Tourism Management bachelor's degree, Alexis Papathanassis pointed out that "30–40% of his graduates ultimately chose not to pursue a career in the cruise and tourism industry. These students had deliberately chosen to pursue a career in cruising and/or tourism by choosing a specialized degree program. However, during their studies and after their shipboard internships, many of them decided not to pursue careers in either of these areas.⁴ Meanwhile, they reported a high level of satisfaction with their studies and the vast majority would recommend the course to someone else.

Some of this "talent drain" probably stems from misplaced expectations about the nature of work and

life aboard cruise liners. Yet, his research has also shown that the reputation and public image of the cruise sector, as well as perceptions regarding its growth potential, play an important role in shaping the career intentions of entry-level cruise tourism students. In this sense, a stronger involvement of cruise practitioners and companies in undergraduate education, in collaboration with higher education institutions, could help bridge the expectation-reality gap. This cooperation could take place in the form of structured internships or management trainee programs for students and contributions/involvement in the educational curricula. Important here are continuity and a long-term focus on personnel development, as opposed to a short-term, opportunistic sourcing of service-level positions. When it comes to reputation and image of the cruise sector, the sector's communication efforts and messages are primarily targeting existing customers. While this may be legitimate, but arguably insufficient; societal stakeholders and public opinion-leaders have a formative influence on both prospective customers and employees. The competitive battleground for the cruise industry in the coming decades will be Corporate Social Responsibility (CSR)."

Cihan Cobanoglu introduced the U.S. perspective, highlighting the emphasis on mega cruise ships in the mass market segment for educational and student career paths, specifically mentioning cruise lines like Carnival and Royal Caribbean, partners of USF.⁵ He pointed out the demanding working conditions, including restless schedules and shared cabins with multiple crew members. Cobanoglu stressed the urgency of addressing the appeal of cruise-based career perspectives by improving employee treatment to enhance the overall attractiveness of working within the cruise industry for students.

Perry Hobson felt that on top of the problem of cruise jobs being challenging (with long periods at sea, and away from home and family), the cruise industry managed to operate behind a "veil of secrecy" which has resulted in them receiving a rather poor image. This lack of proactive engagement with educators and researchers has not exactly helped with the industry projecting a more positive career image with students. He felt that this has held back many universities from offering cruise-related education and courses. He added that this was a shame. In talking with many of the crew on different ships, he noted that he often found that many of them had been working onboard for years – and they had become very loyal toward the companies they worked for. However, it had to be accepted that it was a very particular way of working and the routine wasn't necessarily for everyone. Then again, not everyone

aspired for a routine, 9–5 job in the same familiar office every day either.

Rolf Sandvik picks up saying that “reducing waste of cruise operations through modern technologies will help elevating the status of cruise employments. He concludes saying that NX reimagines the way they are treating the crew and giving more space to their cabins, despite the tradeoff of reducing profit-generating capacity taken away from the paying passengers. At this point, he brings in his view on ship design and talks about taking passengers offshore and offering them more on-land experiences. While passengers get an opportunity to immerse themselves in a local culture, the cruise company saves onboard staff hours and resources. It proved to be challenging to find high-quality restaurants and other local partners on shore and accepting them as reliable partners.

Whereas, sustainability at sea is about regulation and technology and not really about size, megaships visiting (especially small) ports may readily contribute to over-tourism. Also, cruise lines try to assure that their onboard revenue is maximized, not least by adjusting their sailing patterns. This often happens at the expense of local businesses through tough negotiations and exclusions. As a result, some popular destinations register growing number of visitors but see a decline in population and local jobs. Without integration of the cultural landscape that tourists come to see, picturesque cruise destinations are at risk to become lifeless museums. Destinations require more mindful and small-scale tourism with slower, longer stays, as well as regulations protecting the environment and local service ecosystems.”

Additionally, Rolf Sandvik highlighted his vision of sustainable travel and a holistic approach to developing NX by identifying challenges and making a difference to the industry. He emphasized the NX strategy of adding small hidden-gem harbors, where passengers could stay longer while leaving famous large ports for traditional cruising. He stressed that in this process of differentiation, they had seen many of the same challenges as when they started The Fjords. It is a two-way process to identify the type of graduates that a company needs to understand whether graduates meet their specific needs and where to find them.

Rolf Sandvik continued that “one of the great needs they see is in qualified destination developers being able to work with multiple destinations that have general knowledge, yet the uniqueness in each destination is preserved. The type of general competence available in the job market normally fails in meetings with local hosts, where destination experts appear as outsiders despite their best intentions of doing a great job.

While cruises can bring in revenue for local businesses, there are concerns that the profits are not distributed fairly, and that cruise companies may be taking advantage of local economies.”

The issue of cruise passenger spending at ports was raised by the auditorium. More specifically, critical questions were posed, regarding the actual amount of money cruise guests spend on land, casting doubt on the economic value of cruise tourism for local communities. Alexis Papathanassis highlighted that while average spending may appear relatively small, the standard deviation is not. There are ports, which do indeed enjoy considerable economic benefits and where cruise passenger spending is relatively high. At the end of the day, it is a matter of the overall offering at the destination and the incentives for cruise operators to spend longer times at port. Offering mass-produced goods, commodity experiences, and substandard catering is unlikely to entice guests to spend money on land. In other words, the limited amount of guest spending may well be associated with the limited offer of goods and experiences worth spending on. To claim more from the “passengers’ holiday wallet,” destinations need to be more competitive compared to what is offered on board.

Another panel attendee pointed out that together with environmental pressures, there are also concerns about the impact on local cultures and traditions, as cruise tourists may not fully respect or appreciate local customs. As Gutberlet (2023) stressed, it is important to involve local communities and destinations in the planning and development of cruise tourism to ensure that economic benefits are shared and that negative cultural and environmental impacts are minimized.

What is it That What We Like About Cruising?

The fascination of being at sea is a significant aspect of cruise tourism, offering passengers the opportunity to explore different destinations while enjoying the unique experience of being on a ship (Kwortnik, 2008; Radic, 2018). From the thrill of watching the sunset to the excitement of onboard activities, there is a sense of adventure and freedom that comes with cruising (Radic & Lück, 2018). Disconnecting from the daily routine and immersing oneself in a new environment can be a refreshing and rejuvenating experience. The onboard amenities and activities, coupled with the ever-changing scenery of the ocean, provide a sense of relaxation and escape from the stresses of everyday life (Hosany & Witham, 2010; Radić et al., 2019).

The panel participants are asked a question if they see cruising as luxury or value, and what is cruising for them in one word?

Alexis Papathanassis commented the luxury of the past is the value-for-money of today. During the last two decades, technological evolution and supply growth have “democratized” cruising, making it accessible and affordable for a wider variety customer preferences and wallets. The cruise service-bundle, including the opportunity to visit and sample several destinations in one trip, is undoubtedly an attractive holiday form. Taking under consideration that cruise prices are comparable to those of land-based resort holiday packages transforms this type of holiday from attractive to irresistible. Cruising in one word for him is *Variety*.

Cihan Cobanoglu highlighted that the cruise industry offers rich, multifaceted experiences for both staff and passengers, providing unparalleled opportunities such as travel, global exploration, excellence in service, diverse entertainment, and learning – attributes that set it apart from any other industry. His one word for cruising is *Opportunities*.

Perry Hobson said that cruising offered “value” observing that about 70% of our planet’s surface is water, and there are many places where you can only get to by ship. His perception of cruising in one word was *Discovery*. After all, navigating the oceans was how our forebearers were able to explore the planet.

Rolf Sandvik told a story about him once being on an empty train in Norway, shared with a couple on their vacation. Cruising offers that precious opportunity to slow down and enjoy each other’s company amidst breathtaking scenery. It’s about cherishing those moments together in a way that feels truly indulgent. So, if luxury is defined by having the time to appreciate life’s beauty, then cruising definitely delivers on that front. Cruising in one word for him is *Peace of Mind*.

Conclusion

Cruise tourism can continue to evolve and adapt to address concerns and allow industry and local stakeholders to create sustainable and positive experience for both passengers and the destinations they visit (Klein, 2011). The above discussion indicates the importance of inclusive professional education, covering all areas of cruise tourism, from destination management to sustainable new technologies and naval hospitality. Many universities will refrain from offering cruise-related education and courses until meaningful waste reduction of cruise operations and improved employee treatment will become visible

(DiVaio et al., 2024; Paiano et al., 2020; Ramoa et al., 2018). It is imperative for cruise providers and the industry to improve their reputation as employers addressing the appeal of cruise-based career perspectives. Simultaneously, the design of cruise management education and industry collaborations could benefit from several important insights and suggestions.

Owing to the curricular architecture of a cruise management degree, cruise management interns are less likely to readily see parallels between their course contents (management level) and their daily internship tasks (operational level). As Papathanassis et al. (2013, p. 57) concluded, the challenges in cruise management internships originate from the misalignment between the expectations of cruise employers, cruise educators, and students. There is a clear call for the joint development and design of cruise internships, including a formal agreement on a set of objectives and their explicit communication. The requirements for an effective educational pipeline include a) incorporation of students’ internship motives and self actualization needs in the internship design; b) complementarity between curriculum and practice; and c) transparency and clarity of the expectations of all stakeholders involved.

More recent research (Papathanassis, 2021) supports this contention and suggests that the aforementioned issues persist, with internship experiences negatively impacting students’ career intentions in the cruise sector. The study highlights the need for jointly developed and intentionally designed shipboard internships; as compared to treating them as a mere feature or a “selling-point” of cruise tourism management curricula. Intensified cooperation between higher education institutions and the cruise sector, as well as the continuous and intensified involvement of cruise practitioners in educating young cruise talents, are central in this respect and could help safeguard the sector against the risk of skill and labor shortages (Papathanassis, 2024).

Furthermore, it is time for tourism and destination management programs to stop ignoring the “*Elephant in the room*” and include the cruise perspective in curricula to enhance their offer and quality of education. In a similar vein, hospitality education may reconsider course offerings and include broader aspects of cruise management by covering the more technical aspects of the cruise business, including on-shore operations, port logistics, and the crew. Establishing sound cooperation between cruise, tourism, and hospitality educators in joint program development, together with industry stakeholders, will help upgrade existing programs and

prepare future managers and policymakers in the travel industry.

To conclude, future research can significantly contribute by examining and elaborating the aforementioned cooperation models across higher education and industry. Additionally, understanding cruise career intentions and the barriers to pursuing them, including cruise sector employer reputation and marketing, are central to ensuring the supply of a skilled workforce. Finally, tourism research may help to develop holistic approaches to economic sustainability at destinations, ensuring a balanced distribution of economic gains among cruise operators and local stakeholders.

Notes

1. EuroCHRIE – European Federation Council on Restaurant and Hotel Institutional Education.
2. The conference was chaired by Florian Aubke (Head of Tourism & Hospitality Management Study Programs at FH Wien der WKW).
3. The content of the presentation is available at <https://northernexplorer.com/>.
4. An analytical discussion on this paradox is offered in the Conclusion section.
5. University of South Florida.

Disclosure Statement

No potential conflict of interest was reported by the author(s).

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