



Le Voyage de la Vie

An overview of the initial findings of a UNC Kenan-Flagler STAR Global student project

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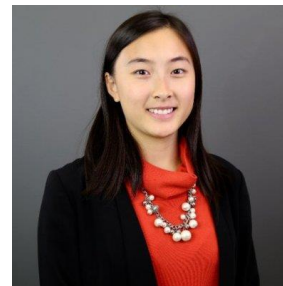
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Agenda

- Scope
- Market
- Customer
- Product
- Next Steps

The scope of this project is wide & multi-pronged

French Market Size and Viability

- Comprehensive analysis of the French consumer
- Industry and competitive landscape

Market Entry

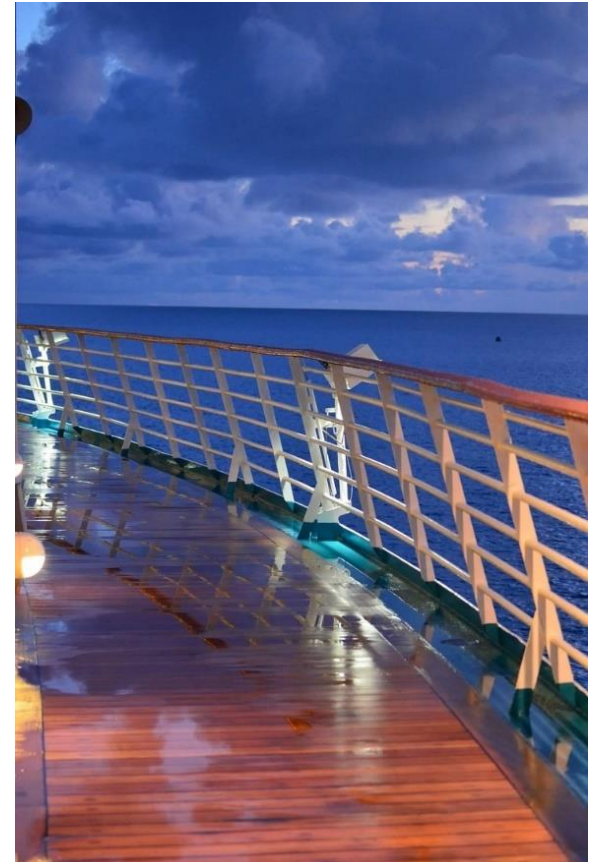
- Complete understanding of all internal capabilities
- Sustainable winter market solution
- Method of entry into the French market
 - Acquisition, Joint Venture, New cruise lines

Positioning Strategy

- Development of an effective marketing campaign
- Market penetration tactics
- Understanding of timeline for completion

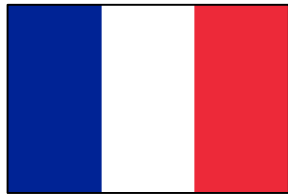
Out of Scope

- Branding
- Full implementation plan and purchase of ship
- Creation of marketing materials



The viability of the French market must be established first

Is there an opportunity for cruise in the French market?



There is an opportunity to enter the French market with a “**uniquely French**” cruise experience



The French market can be tapped through a **non-customized** cruise line

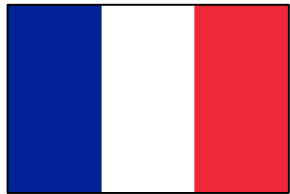


The French cruise market is **not economically suitable** for entry

Royal Caribbean has the potential to enter a **€500 million a year** French cruise market

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Current French Market Landscape

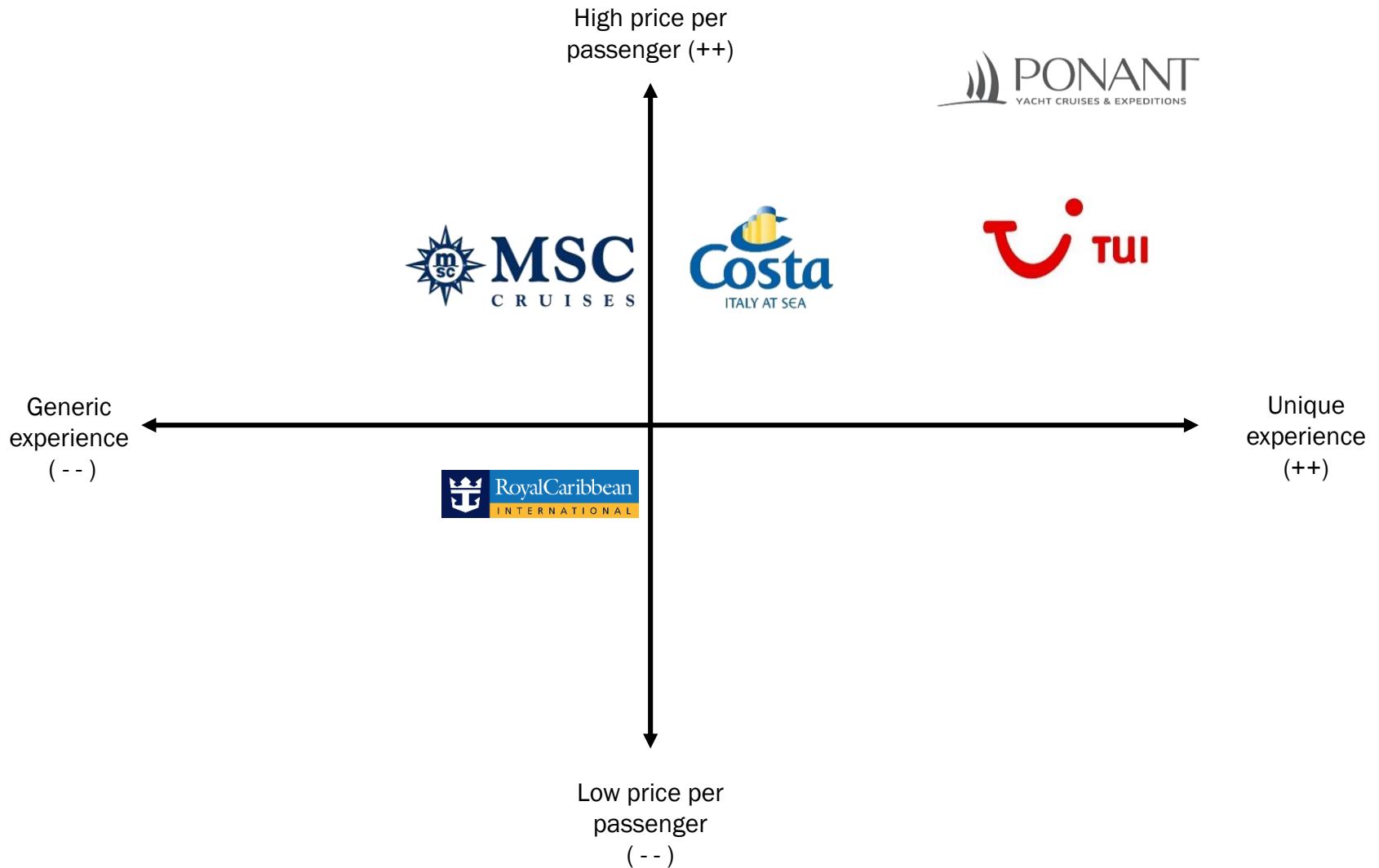
Costa & MSC are the largest players in the French cruiseline market

Company	Strategy	Market Share
	Contemporary Local Depl. & Fly-Cruise	35%
	Contemporary Local Depl. & Fly-Cruise	30%
	No longer operating	13%
	French Brand Luxury Segment	4%
	Contemporary Brand Fly-Cruise	2%

Royal Caribbean has the smallest market share of French cruise lines



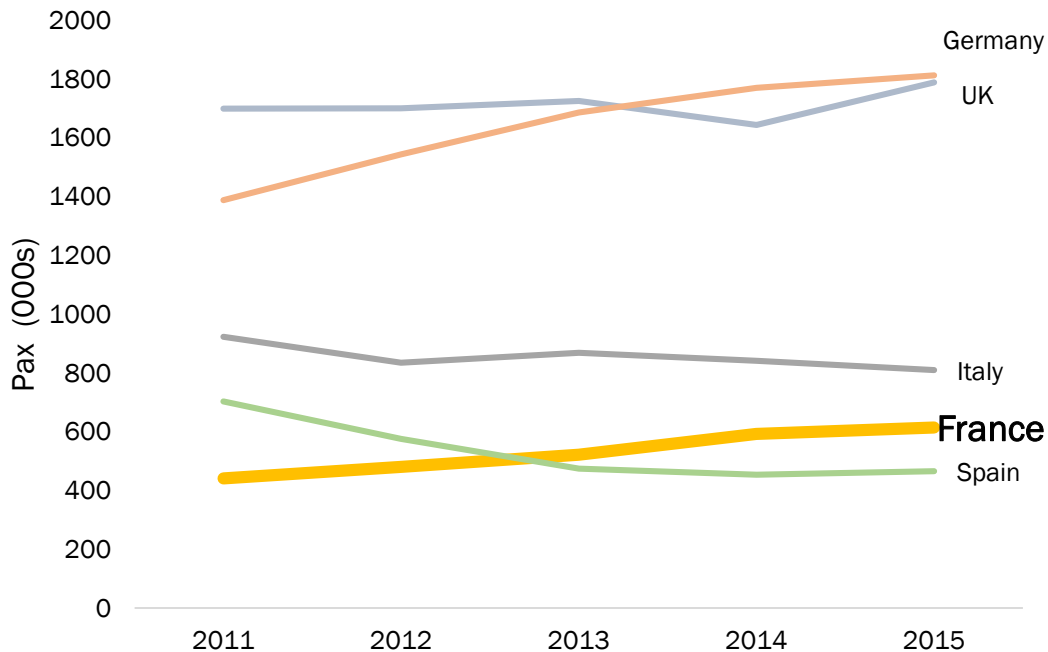
There is an opportunity for a mid-priced unique cruise line



The French market is crisis resistant & growing

According to CLIA, ***“the outlook of the French market growth is among the most important in Europe.”***

The number of French passengers has steadily increased despite crises



4th Overall Source Market
in Europe

France trails behind other countries in bed nights & population penetration

France has the lowest percentage of outbound bed nights



And...

< 1% of the entire French population go on cruises



French Customer

Royal Caribbean should target a French customer like Marie



Believes vacation is a “human right”

Name: Marie

Age: 60 years old

Traveling Companions: Vacations with spouse

Purchasing Habits: Prefers mid-priced accommodations; willing to spend 800-1,200 Euros on cruise

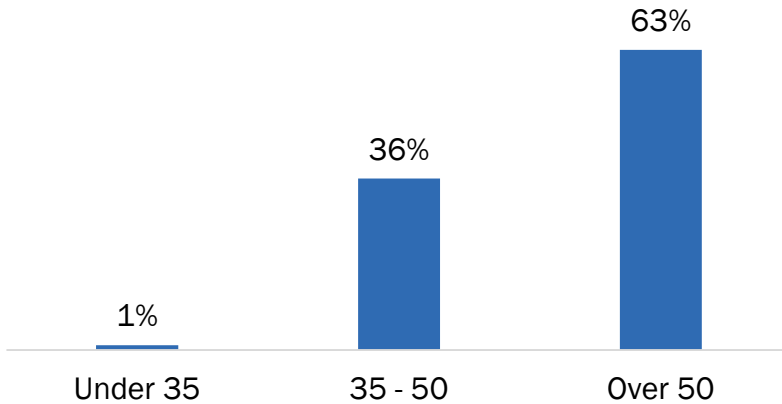
Interests: Fine dining and wine; planning trips and talking with friends; visiting new places to appreciate scenery; walking along the beach



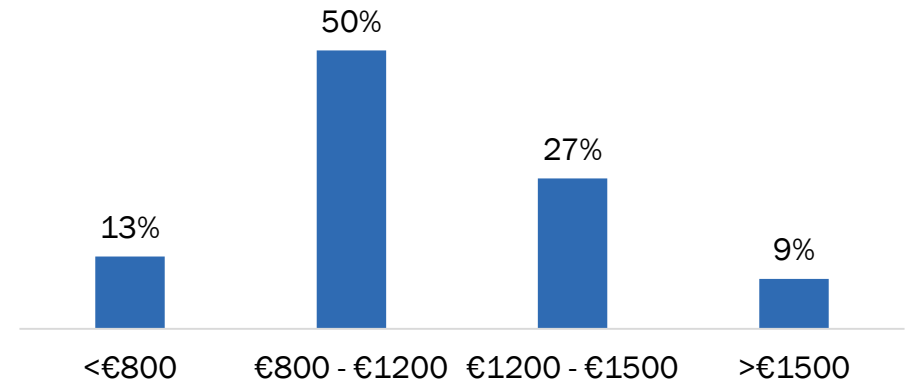
Source: Team Analysis

The French cruise traveler tends to be over 50 & not high spenders

Age distribution



Customer Budgets for Cruise Trip



Predominantly over 50 years old, but 35 – 50 age group is substantial

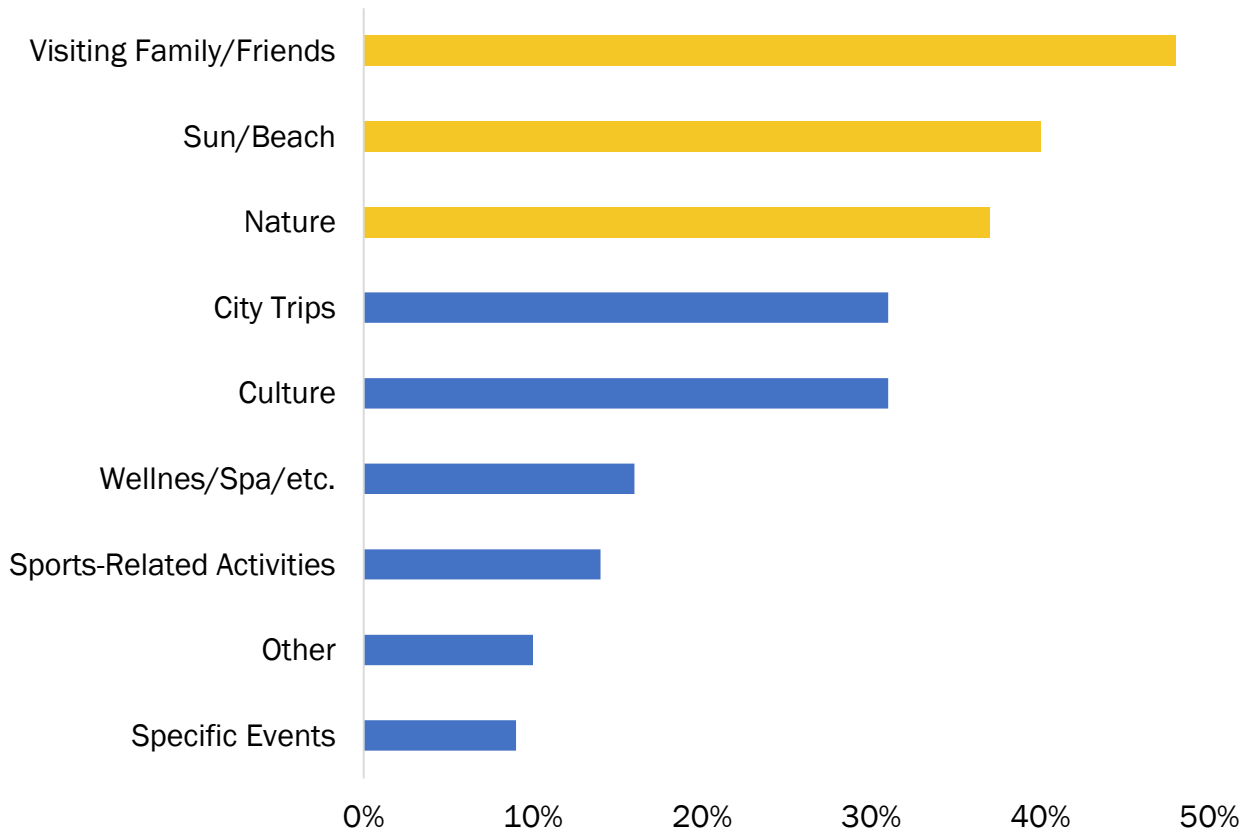


A majority of customers are willing to spend between 800 and 1200 euros on a cruise trip.



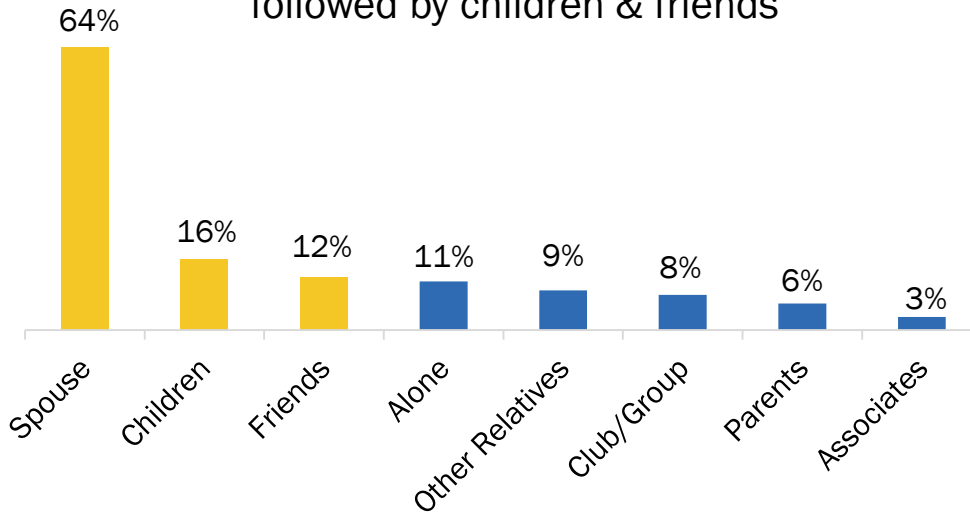
French tourists' primary reason for traveling is visiting friends and family, followed by visiting the beach or mountains

Top Vacation & Destination Drivers for the French



Royal Caribbean should find ways to engage French couples, families & friends

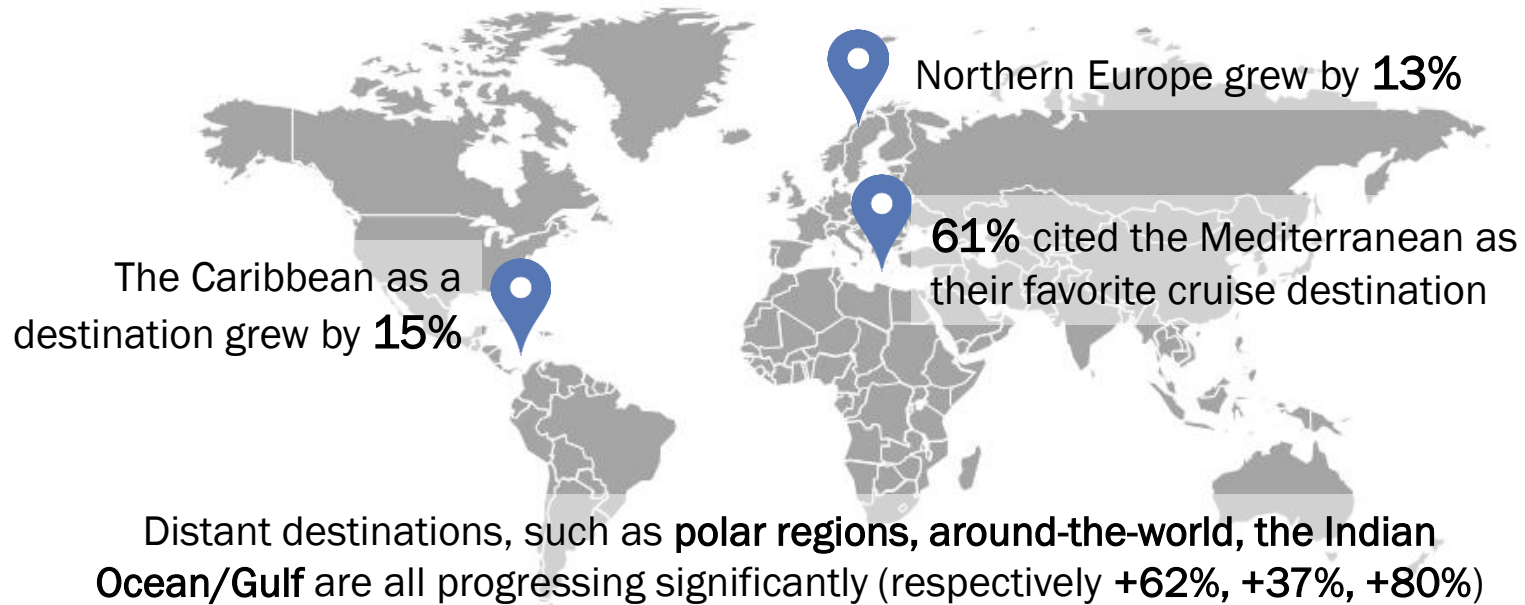
The French mainly vacation with their spouses followed by children & friends



Royal Caribbean is currently using online discounts to engage couples, families & friends



Destinations with beaches & nature are essential to capture French market share



Top Nature-Oriented Destination Activities

1. Taking nature tours

2. Seeing beautiful beaches & coastlines

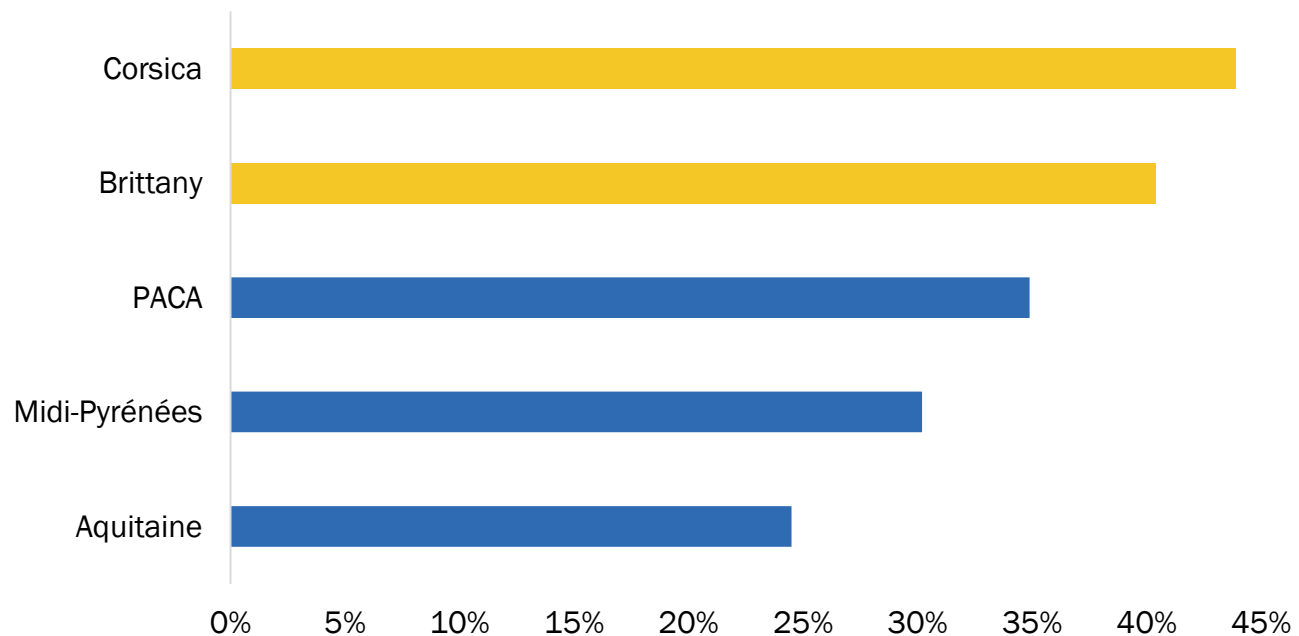
3. Viewing rivers or waterfalls

4. Sunbathing or other beach activities

Most French vacationers prefer to stay in France

“More than 80% of French people don't even leave France for their vacation. They rent, own or are invited to a vacation home somewhere within the country...”

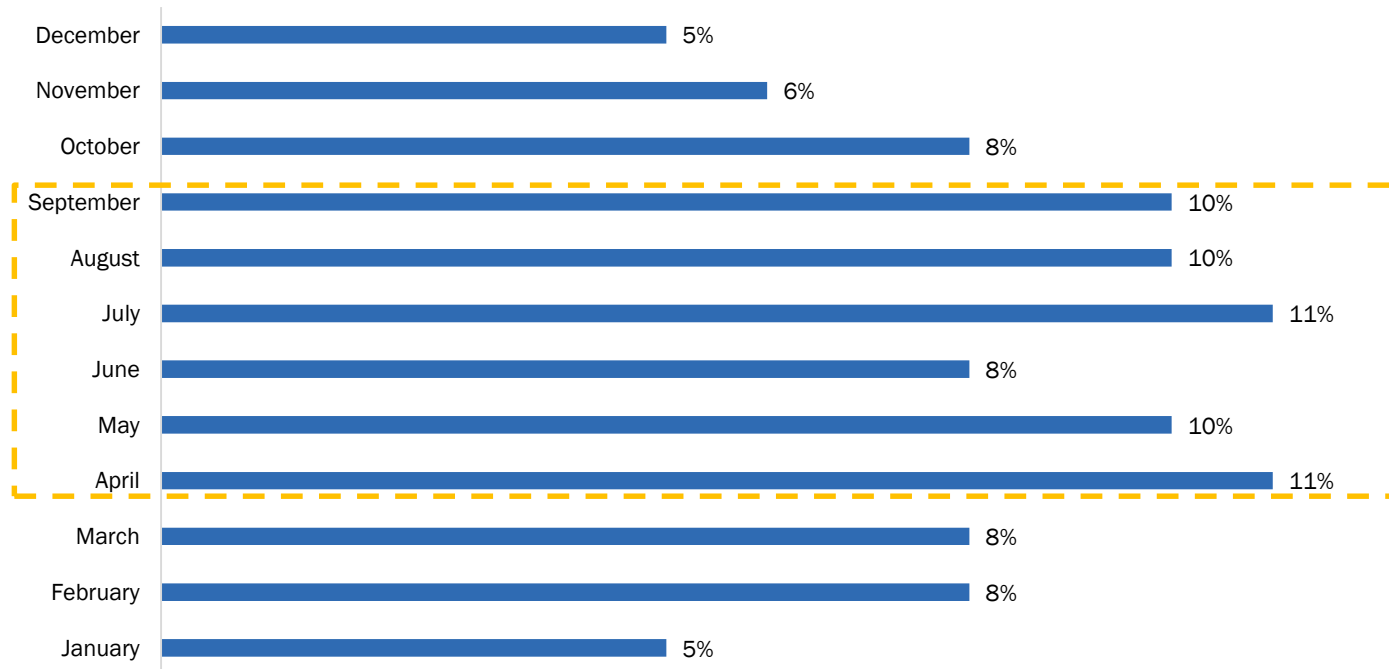
Most popular destinations in France for French people's summer vacations ages 35-64 are Corsica & Brittany



Most of the top provinces are on the coast of France or an island

The French prefer to travel during the summer

It is most common for the French to travel between April & September

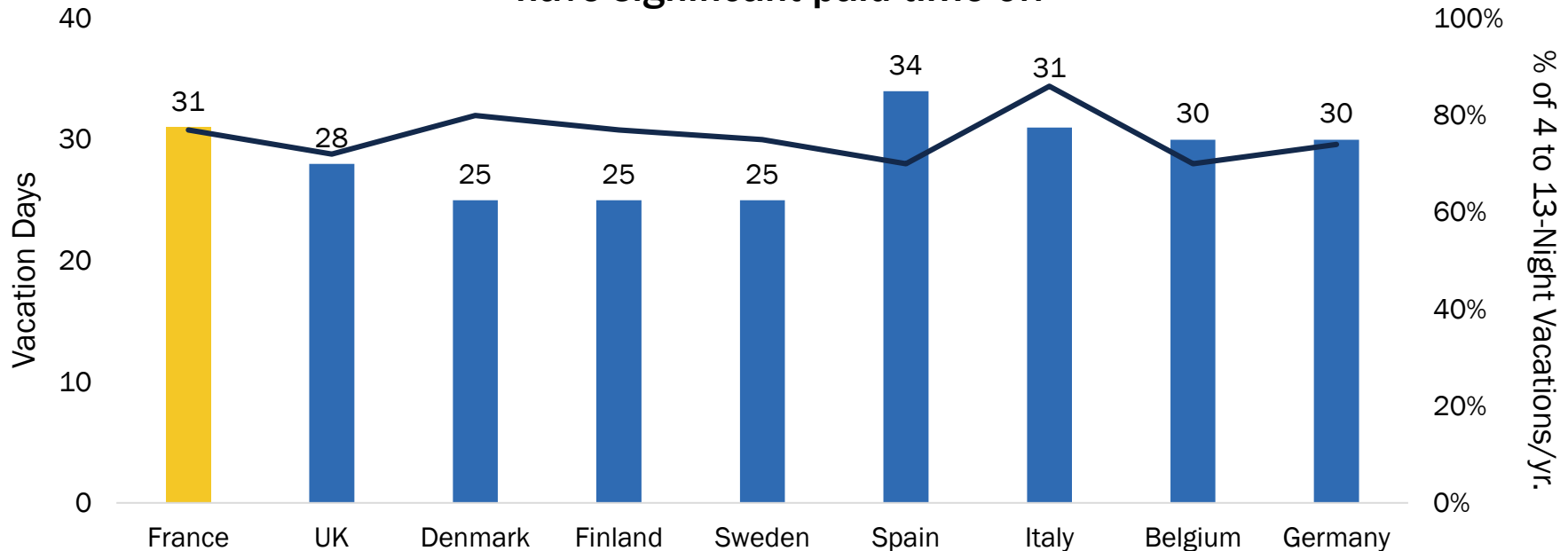


Only 18% or 110k passengers travel in the winter
May has more days off than actual work days



A 7-night cruise aligns with French vacation preferences

The French take between 4 to 13-night vacations per year & have significant paid time off



31 Days of paid time off year

77% Of the French take 4 to 13-night vacations each year

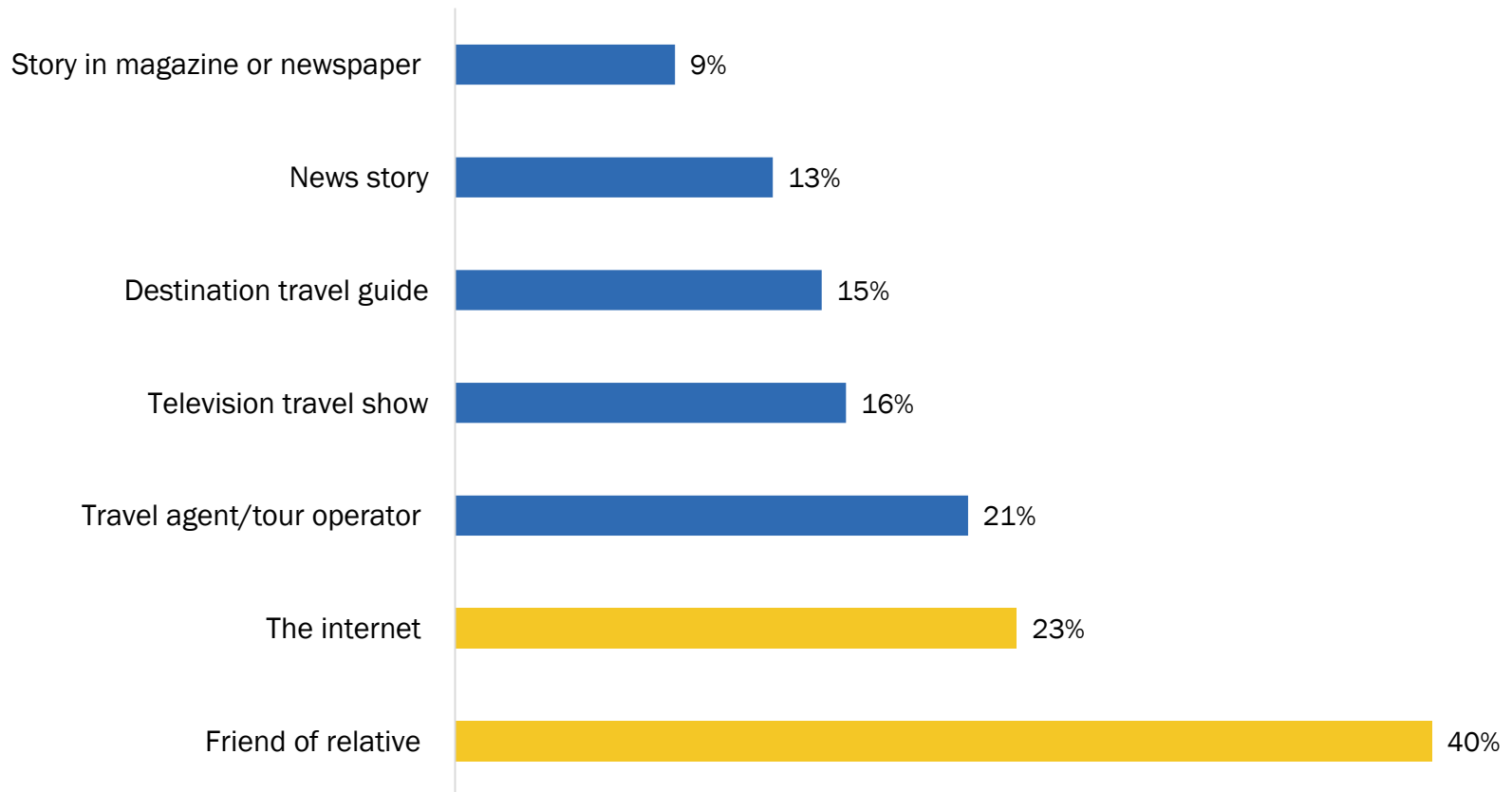
7.8 Average vacation length (days)

7-night cruise aligns with French preferences for vacation length



Word-of-mouth & digital marketing are critical to success

French travelers look towards friends or relatives and the internet as their primary sources of information



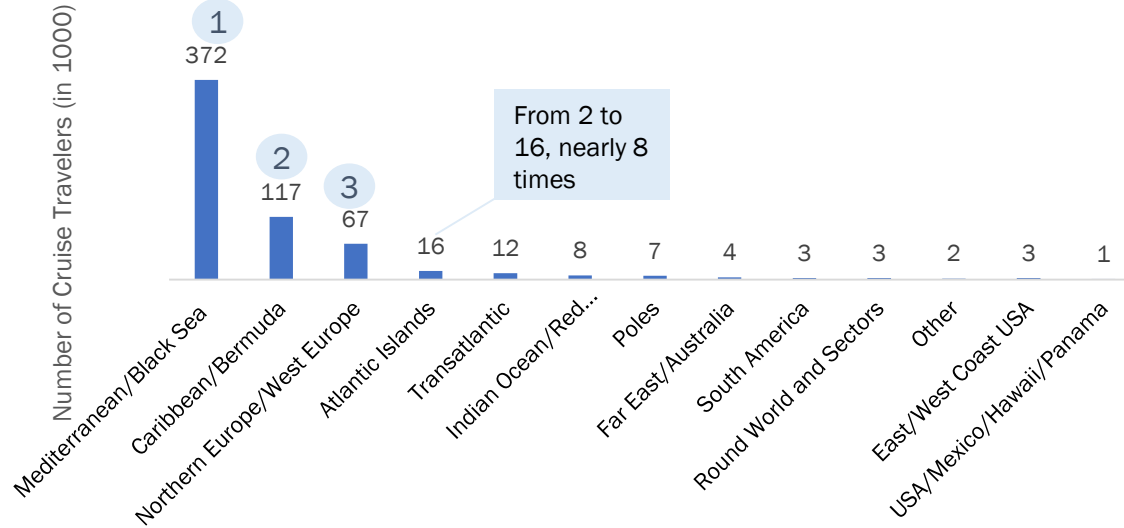


A “uniquely French” cruise

Mediterranean, Caribbean/Bermuda and Northern Europe are the three popular destinations that French cruise travelers went to in 2015.



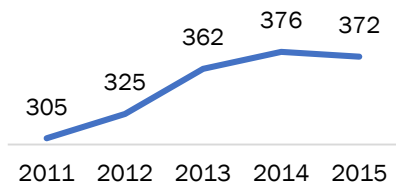
Distribution of French Cruise Travelers by Main Destination



1



Mediterranean/Black Sea

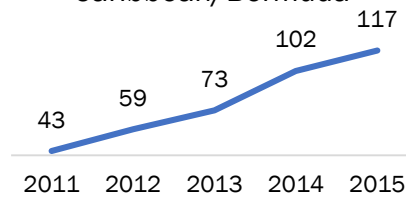


Percentage of change in 2015: -1%

2



Caribbean/Bermuda

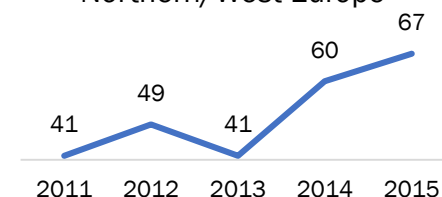


Percentage of change in 2015: 15%

3



Northern/West Europe



Percentage of change in 2015: 13%



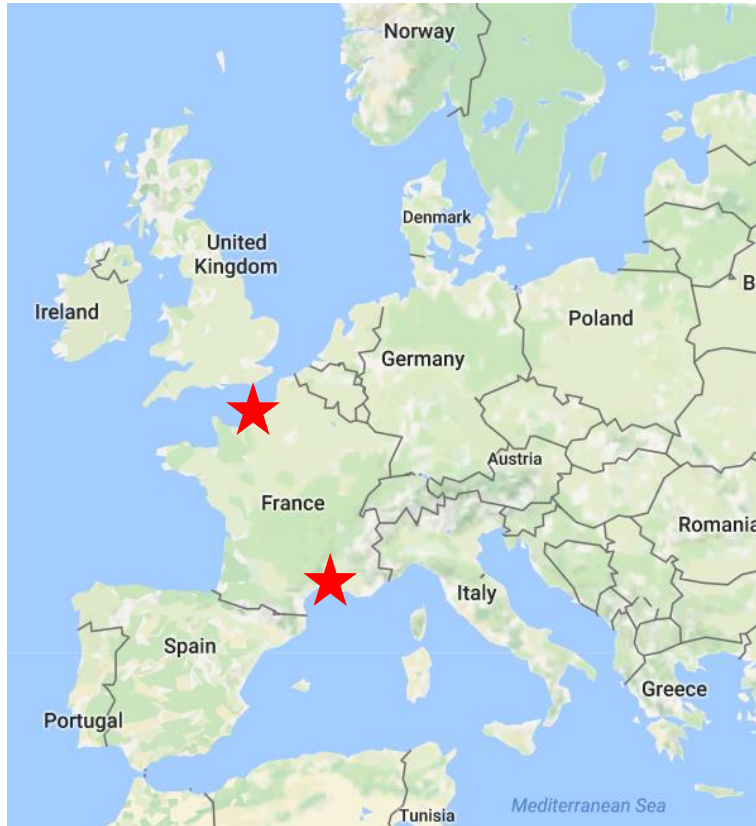
Cruise lines serve 32 destinations in metropolitan France & French overseas



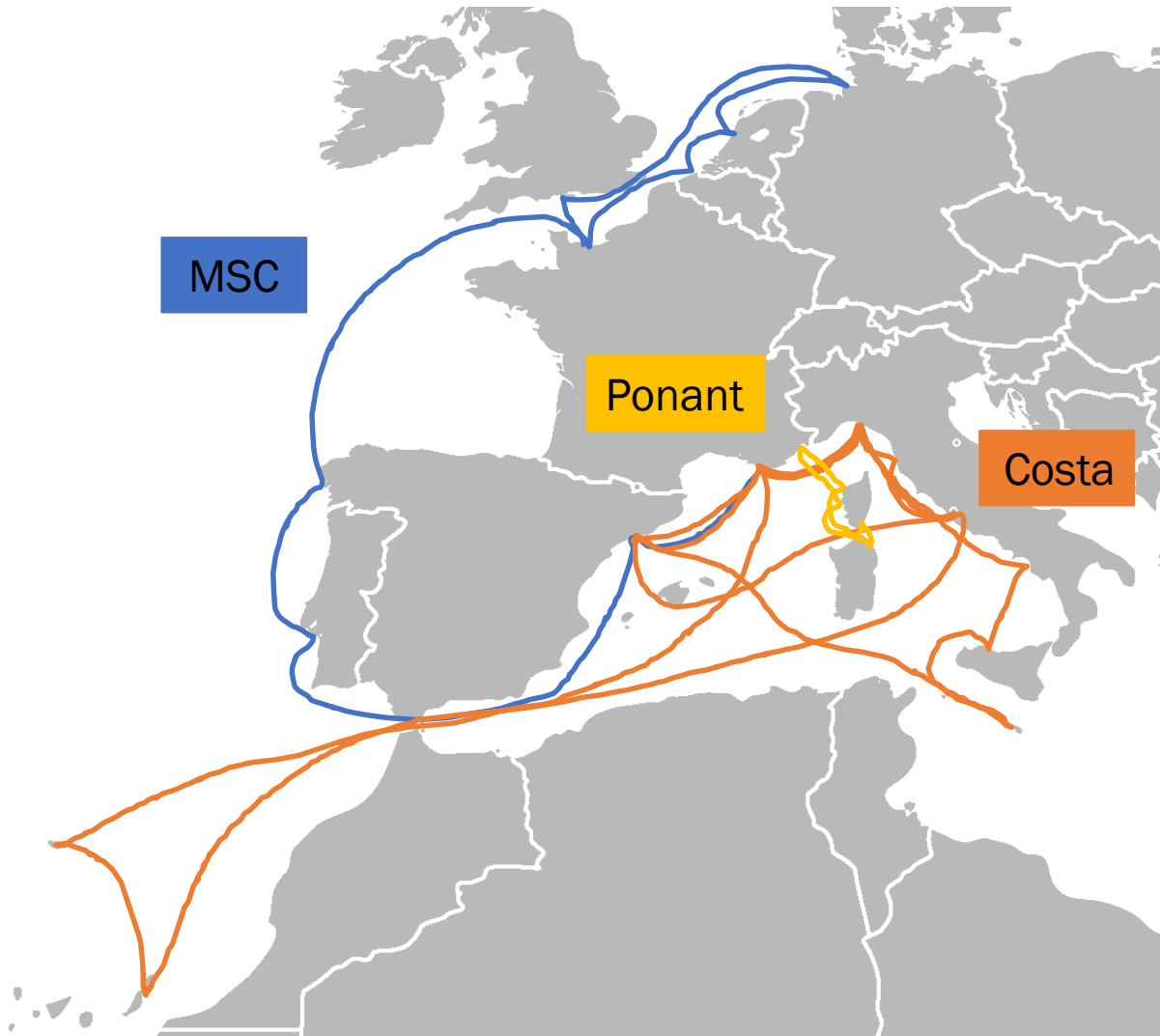
Source : Atout France, collecte auprès des clubs croisières et gestionnaires portuaires



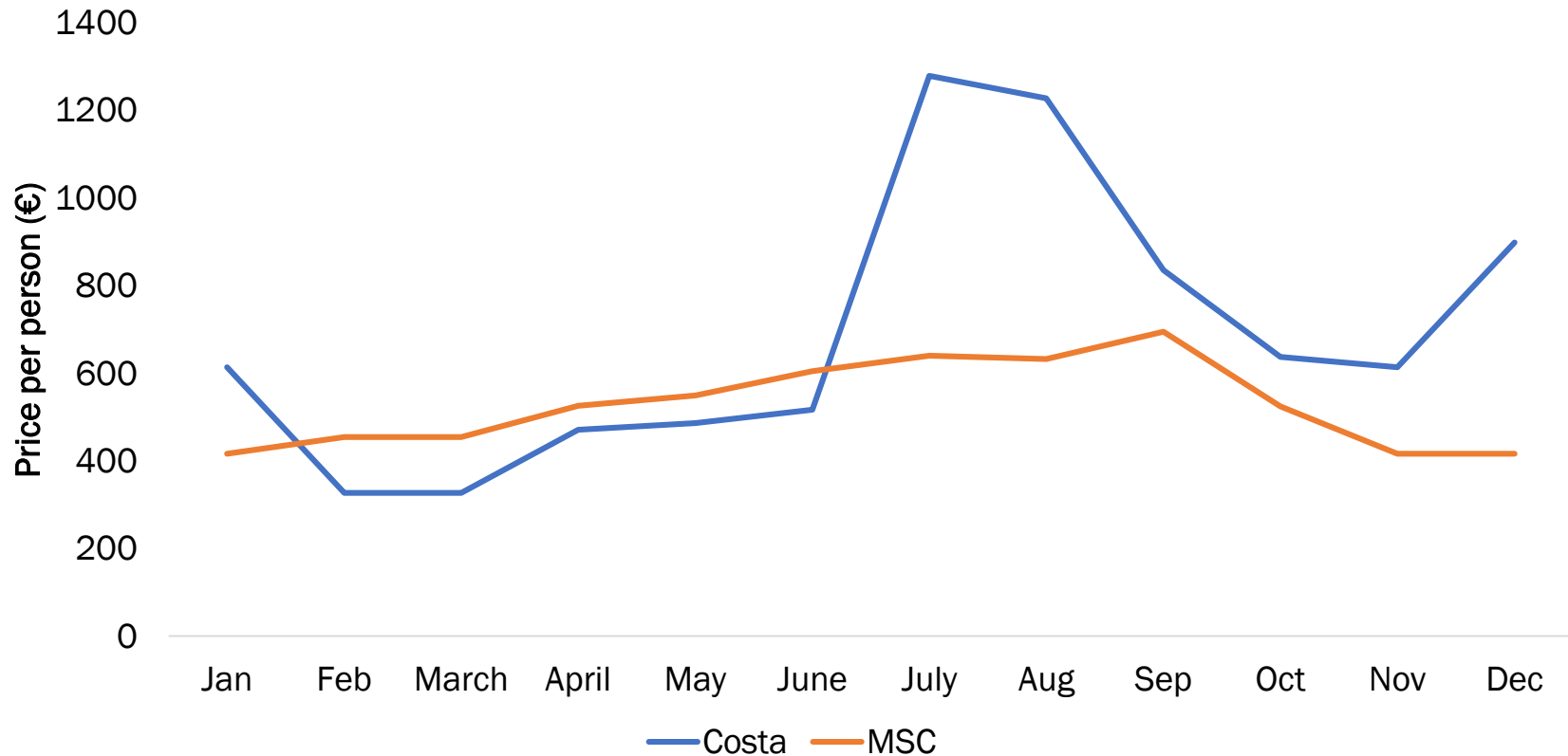
Royal Caribbean has many port options for a Mediterranean and northern European cruise line



Successful competitors have 7-8 day cruise lines in France



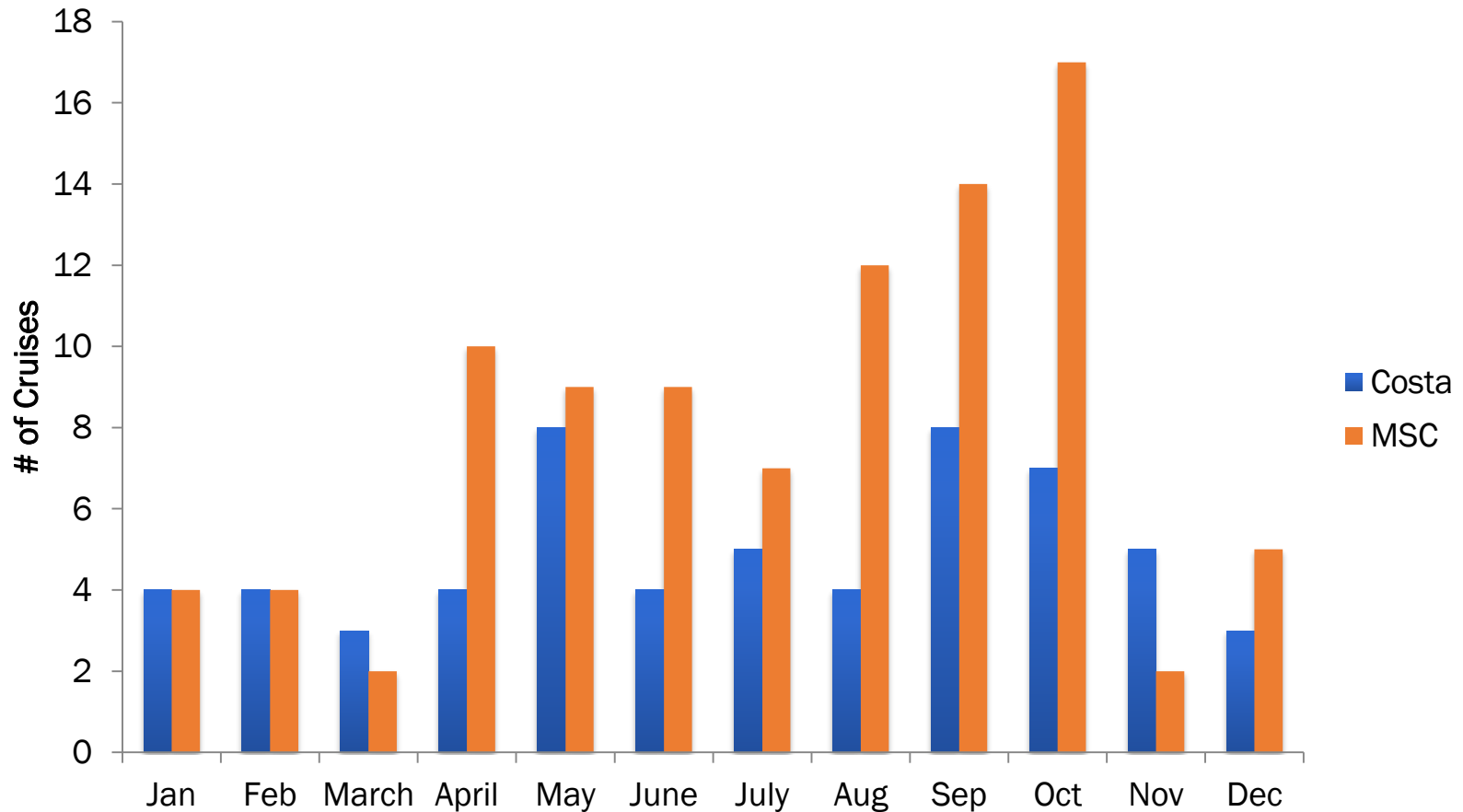
Seasonal pricing will play a huge role in success of the product – prices quoted for a single, basic level passenger



**itinerary & ship may vary*

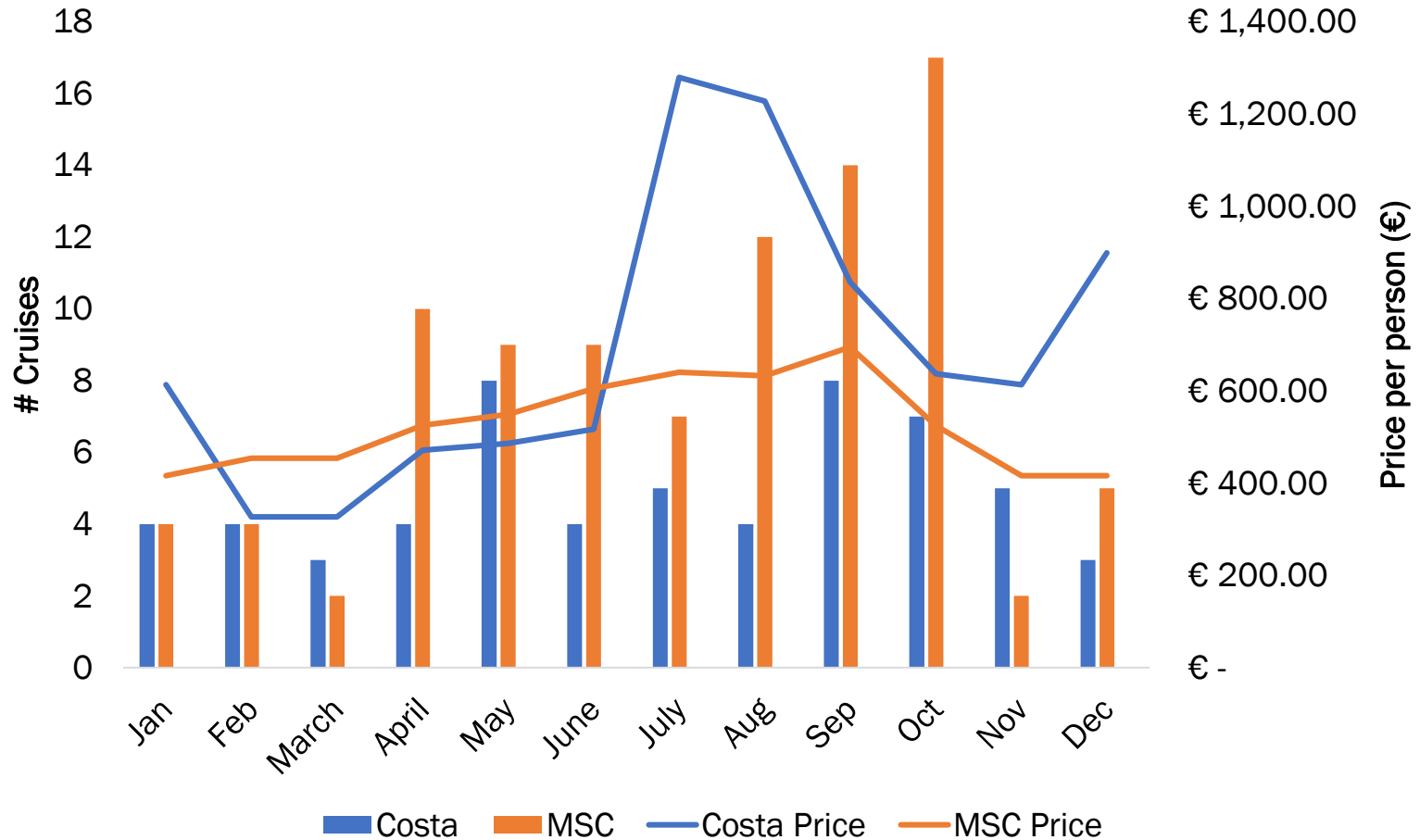


The low number of cruise departures is indicative of the struggles that French cruise operators face in the winter



Source: Expedia

Costa & MSC have very different models for yearly pricing



Source: Expedia

Potential fleet capacity competition is moderate in the spring



 MSC

 Costa


9


4,947 pax


2,680 pax


3,780 pax


3,780 pax

Total Fleet Capacity: 15,191 pax


11


3,900 pax


2,087 pax


3,959 pax

Total Fleet Capacity: 9,946 pax



Source: Expedia, Costa, MSC

MSC represents the primary competition during the summer months with large fleet competition

6



Total Fleet Capacity: 4987 pax

13



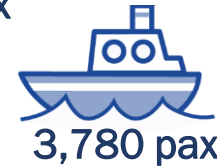
Total Fleet Capacity: 15,916 pax



Fall is the most competitive time of year



9



Total Fleet Capacity: 18,657 pax

14



Total Fleet Capacity: 14,387 pax



Winter consolidation is evident across all competitors

9



Total Fleet Capacity: 7,667 pax

5



Total Fleet Capacity: 10,950 pax



MSC



Costa



Key learnings from customer reviews from CDF demonstrate customer desires

Space



More room to relax & escape the crowd



More room in the cabins

Modernization



Newer/more modern ship



Quieter cabin air conditioning

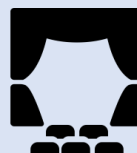
Amenities



Bigger & warmer pools in the spring & the winter



More variety of shops on board



Evening shows with different cultures



Consistent food quality & service

Communication



Organized disembarkation & constant information

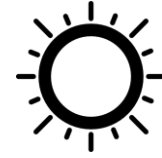
Royal Caribbean has the potential to make high revenue in the French cruise market



615K total passengers in 2015



€606.43 average ticket price
+ €259.9 on-board spending per passenger



Summer:
€676.83
+ €259.9



Winter:
€536.00
+ €259.9

Royal Caribbean will be able to enter a market with sales of

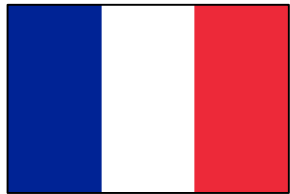
€533 Million

annually using industry averages



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The French market can be tapped through a **non-customized** cruise line



The French cruise market is **not economically suitable** for entry

Royal Caribbean has the potential to enter a **€500 million a year** French cruise market

Entry into the French market remains a largely complex question where future considerations will largely lie

How will Royal Caribbean enter into the “uniquely French” market?



Acquisition of Ponant will allow quick and easy penetration into the French market and position itself in the ultra-luxurious space to diversify its brand



Leverage joint venture with Tui AG that will allow Royal Caribbean & The Pullmantur Group quick penetration with a name brand recognizable to the European market & experience in unique client customization

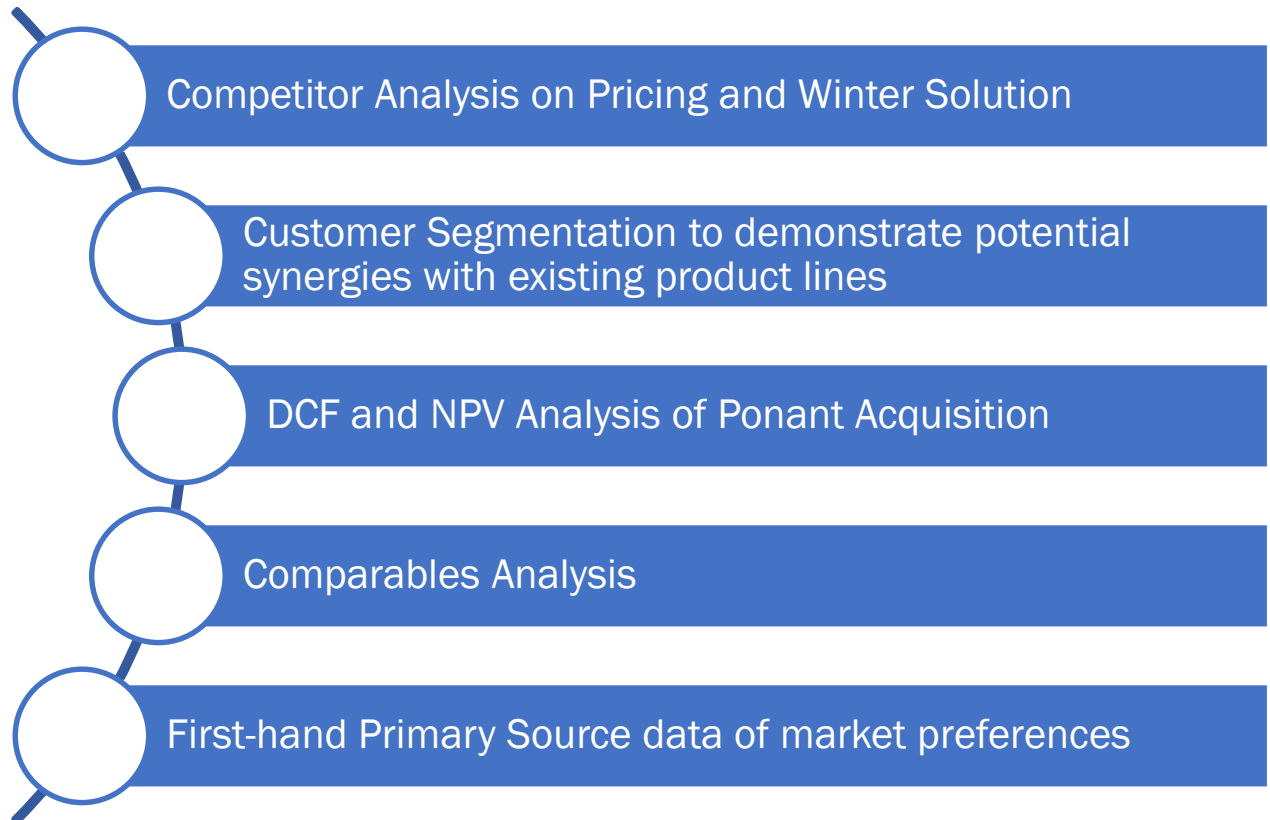


Development of a uniquely French cruise line utilizing Royal Caribbean’s existing capabilities will lead to success

Acquisition will require essential information



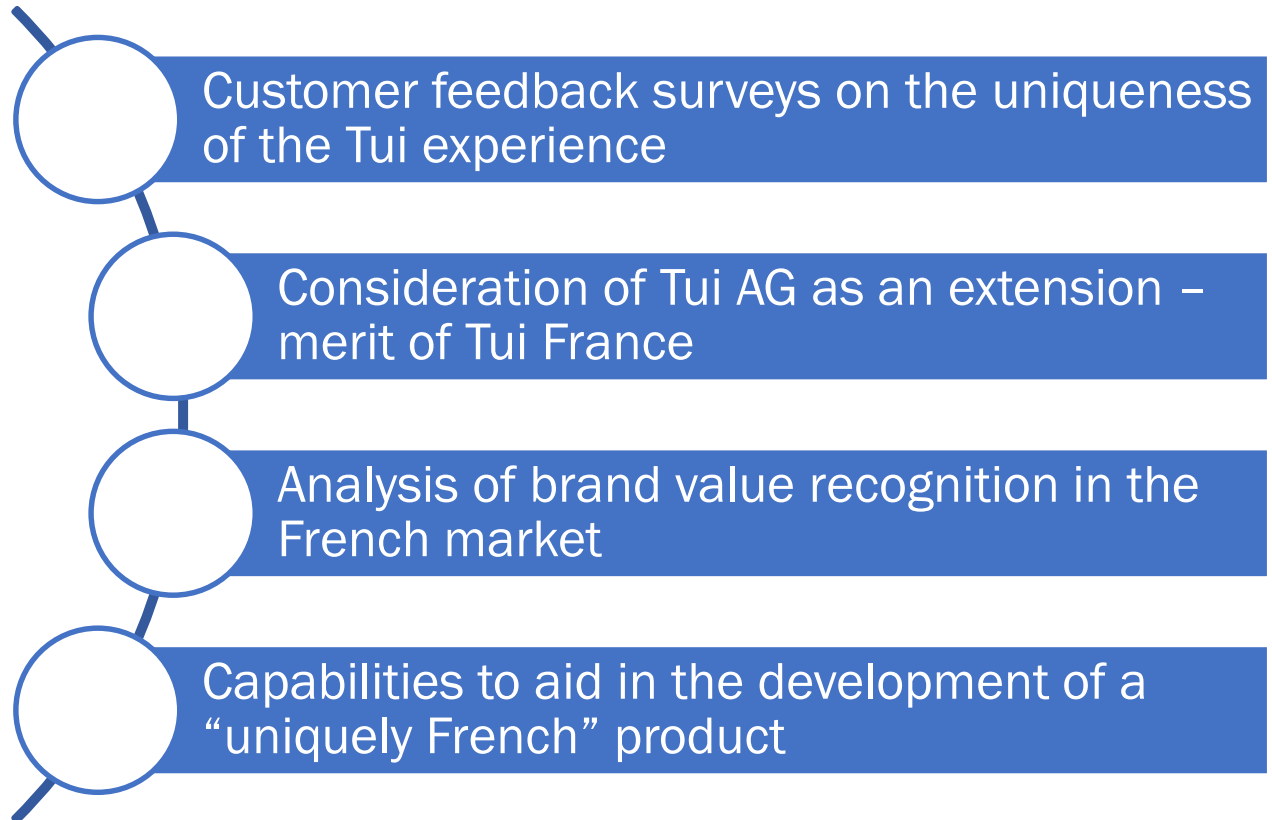
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Partnership with Tui will require meetings with executives



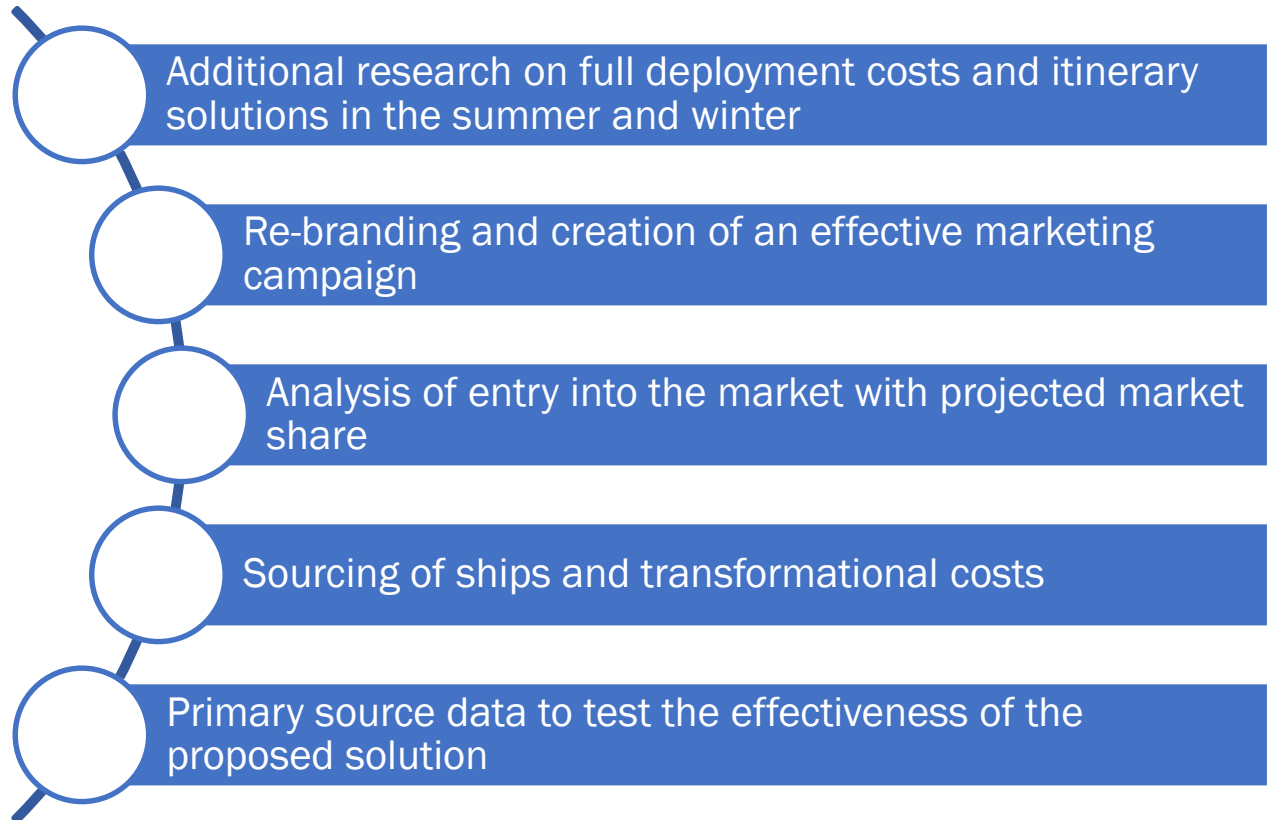
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An initial customer survey will capture French traveler's vacation preference and compare to cruising preferences

In this survey we hope to begin to answer...

- What kinds of people like to do what kinds of vacations?
- Are cruises aligned with French travelers' general vacation preferences?
- Is there an “untapped” cruiser within the French travel population?

...by surveying on...



Demographics

- Age
- Income
- Gender
- Marital Status
- # Children
- Country of citizenship
- Nationality



Travel Preferences

- Time of year
- Type of group
- Motivations for traveling
- Typical vacation length (# of days)
- Typical travel budget
- Package preferences (e.g. all-inclusive)
- Distance threshold to main destination
- Method of booking



Cruise Preferences

- Cruise History
- Willingness to spend (per person)
- Dining preferences
- Activity preferences
- Itinerary preferences
- Method of booking



An final customer survey will pre-test finalized recommendations to demonstrate potential market share

In this survey we hope to begin to answer...

- Will the proposed solution be viable to the French market?
- What is the most effective means of penetrating the market?
- How much will the French customer be willing to pay for the proposed recommendation?

...by surveying on...



Travel Itineraries

- Desired summer and winter destinations
- Frequency of attendance
- Method of travel to embarkation port



Appropriate Pricing Methods

- Willingness to spend (per person)
- Group travel bundles



Customer Interaction

- Booking tendencies
- Brand appeal of proposed recommendation
- Likelihood of attendance versus key competitors



Key primary source data will be received over the next month



Focus Groups

Designed to elicit responses from potential French customers in Paris that will represent key demographic information



Travel Agency Visits

Designed to gain a further understanding of the French customer from the eyes of those who sell to the French customer as well as a better understanding of how to effectively market the French product



Operational Staff Interviews

Designed to better understand the capabilities of Royal Caribbean and Pullmantur Group and know key operational aspects to the effective running of a cruise line



First-Hand Cruise Experience

In-depth data that will help understand intricacies of the cruise ship and create first-hand observational knowledge on the cruise process



The scope of this project is encompassing and multi-pronged

French Market Size and Viability

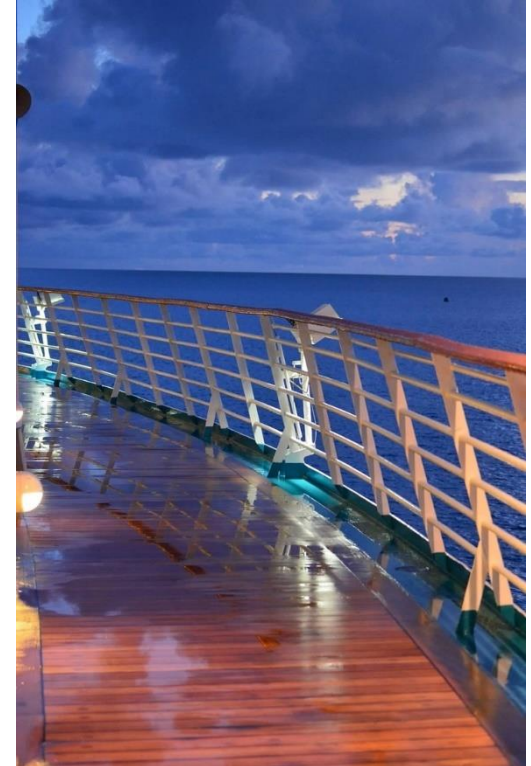
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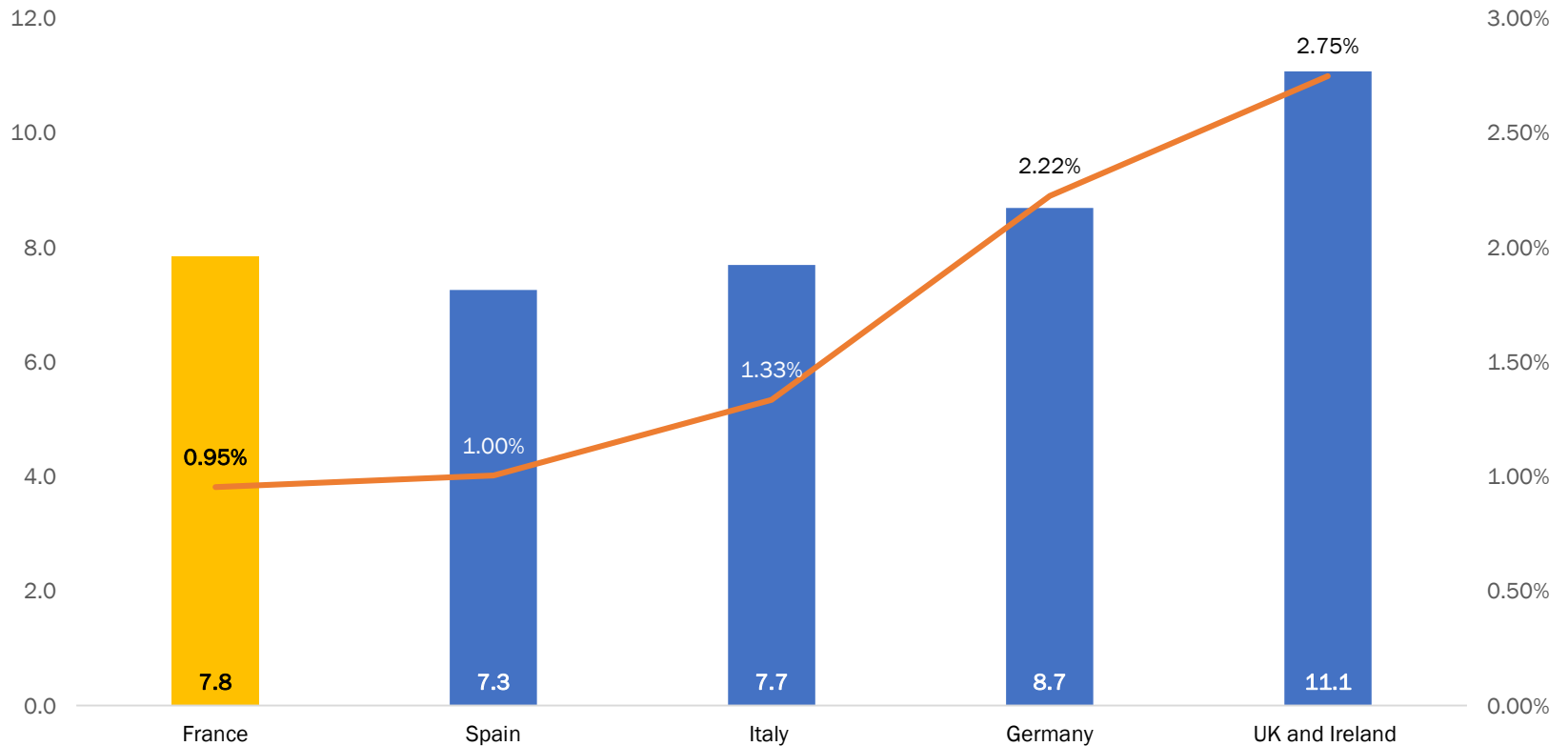
Appendix Slides

Appendix

- I. [The French Cruise Market](#)
- II. [Sample Customer Profiles](#)
- III. [Customer Preference Statistics](#)
- IV. [Winter Deals from Competitors](#)
- V. [Product Details & Information](#)
- VI. [About Royal Caribbean](#)
- VII. [CDF & Key Findings](#)
- VIII. [French Culture](#)
- IX. [Sources](#)

The French market represents an attractive and large market

Average Bed Nights and Pax/Population (%) by Countries



Cruise Industry– International Demand 2005-2015

Passenger totals increase globally

- North America
 - Total passenger increase by 21%
 - Overall market share decrease from 69.4% to 52.5% (2005-15)
- Europe
 - Total passengers doubled
 - Overall market share increase by 5%
- Rest of the World
 - Total passenger increase of 3.12 mil.
 - Overall market share increase

Table 3.1: International Demand for Cruises 2005 to 2015

Region	2005	2010	2011	2012	2013	2014	2015
Million passengers							
North America	9.96	11.00	11.44	11.64	11.82	12.16	12.08
Europe ¹	3.19	5.67	6.15	6.23	6.39	6.39	6.59
Sub-total	13.15	16.67	17.58	17.87	18.21	18.55	18.77
Rest of World ²	1.21	2.40	2.91	3.03	3.09	3.49	4.33
Total	14.36	19.07	20.49	20.90	21.30	22.04	23.10
% NA	69.4	57.7	55.8	55.7	55.5	55.2	52.7

European cruise market by country, 2011-2015

Passengers (000s)	2011	2012	2013	2014	2015	% change 2014/2015
Germany	1,388	1,544	1,687	1,771	1,813	2.4
UK and Ireland	1,700	1,701	1,726	1,644	1,789	8.8
Italy	923	835	869	842	810	-3.9
France	441	481	522	593	615	3.6
Spain	703	576	475	454	466	2.8
Scandinavia (incl. Finland)	306	324	289	305	351	14.9
Switzerland	121	131	152	143	140	-2.2
Austria	104	108	126	122	113	-7.1
Netherlands	98	110	114	109	106	-2.6
Belgium/Luxembourg	61	59	72	77	69	-10.4
Other*	224	270	325	327	315	-3.7
Total	6,068	6,139	6,357	6,387	6,587	3.1

* Other European markets and those not specified
Source: CLIA Europe/IRN Research

Market share & passenger growth (2015)

Passengers (000s)	2014	2015	Market Share 2015 %	Additional passengers 2015 000s	% change 2014/2015
Germany	1,771	1,813	28	42	2
UK and Ireland	1,644	1,789	27	145	9
Italy	842	810	12	-32	-4
France	593	615	9	22	4
Spain	454	466	7	12	3
Norway	176	209	3	32	18
Switzerland	143	140	2	-3	-2
Austria	122	113	2	-9	-7
Netherlands	109	106	2	-3	-3
Sweden	79	86	1	7	9
Belgium	73	65	1	-8	-10
Denmark	38	43	1	5	13
Other	343	331	5	-12	-3
TOTAL	6,387	6,587	100	199	3

Source: CLIA Europe/IRN Research

European cruise market comparisons (2015)

	Total Pax 000s	Bed Nights 000s	Average Nights	Population (millions)*	Pax/1000 Population
Norway	209	615	2.9	5.2	40
UK and Ireland	1,789	19,816	11.1	65.1	27
Germany	1,813	15,750	8.7	81.5	22
Switzerland	140	1,252	9.0	8.3	17
Austria	113	951	8.4	8.7	13
Italy	810	6,231	7.7	60.7	13
Spain	466	3,383	7.3	46.4	10
France	615	4,825	7.8	64.5	9
Sweden	86	597	6.9	9.8	9
Belgium	65	557	8.6	11.3	6
Denmark	43	305	7.1	5.7	6
Netherlands	106	1,028	9.7	17.0	6
Others	331	2,341	7.1	467.4	1
Average/Total	6,587	57,575	8.8	851.6	8

*Populations taken from Wikipedia
Source: CLIA Europe/IRN Research

Estimate cruise share of outbound holiday bed nights (2015)

	Cruise Bed Nights (000s)	Outbound holiday Bed Nights Millions	Cruise bed nights % of outbound bed nights
Italy	6,231	93.2	7%
Spain	3,383	91.3	4%
UK	19,816	546.5	4%
France	4,825	211.7	2%
Germany	15,750	745.6	2%
Austria	951	65.9	1%
Belgium	557	85.5	1%
Netherlands	1,028	168	1%
Denmark	305	54.6	1%
Finland	98	49.6	0%

Outbound holiday bed nights from Eurostat [Click here](#)
Source: CLIA Europe/IRN Research

French Cruise Passengers (000s) by area (2011-2015)

Pax 000s	2011	2012	2013	2014	2015	% Change 14/15	% Share
Mediterranean / Black Sea	305	325	362	376	372	-1	61
Caribbean / Bermuda	43	59	73	102	117	15	19
Northern Europe/West Europe	41	49	41	60	67	13	11
Atlantic Islands	<	<	<	2	16	794	3
Transatlantic	11	11	12	12	12	2	2
Indian Ocean/Red Sea/Arabian Gulf	9	7	4	4	8	80	1
Poles	1	1	2	4	7	70	1
Far East/Australia	3	4	2	4	4	11	1
South America	2	2	2	4	3	-18	0
Round World and sectors	4	2	3	2	3	37	0
Other	2	4	3	5	2	-57	0
East Coast USA	1	2	2	2	3	109	1
West Coast							
USA/Mexico/Hawaii/Panama	2	1	1	1	1	-38	0
Charters - Incentives etc.	16	15	14	17	0	-100	0
Total	441	481	522	593	615	4	100

Source: CLIA Europe/IRN Research

Sample customers represent a considerable population, signaling market opportunity in the French cruise industry

Jean – family-centric, a nature-lover

- 38 years old, a middle-class father with two children, works in the retail industry
- A “work-to-live” believer, enjoys taking time off to relax and escape regularly; on average takes two to three 6-to-10-day vacations each year, most of the time with his family
- Usually rents vacation home or stays at Novotel, Mercure and other hotels within the same cost-effective tier
- A huge nature enthusiast, spend a lot of time on beaches and mountains, very open to discover and explore different destinations



Sample customers represent a considerable population, signaling market opportunities in the French cruise industry

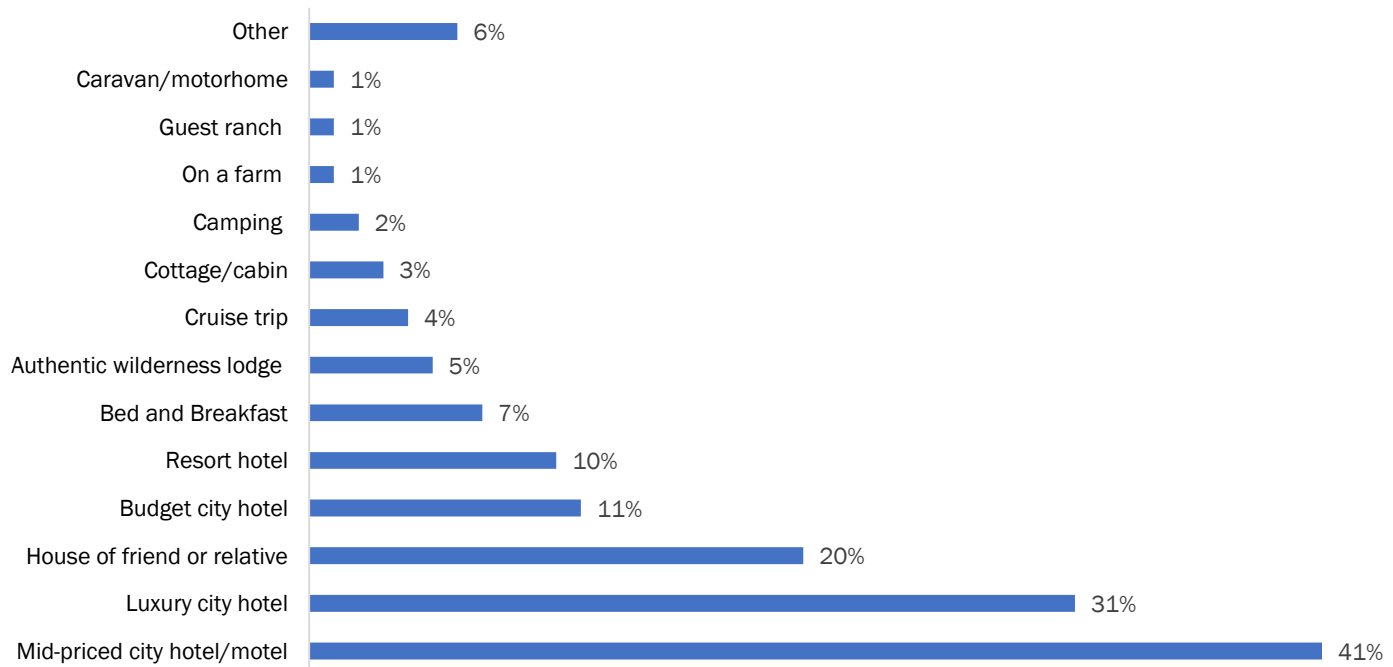
Claude & Marie – social, a humanity-devotee

- 67 years old, retired, used to work in Musée national d'Art moderne
- Lovers of history, culture and the arts
- Voraciously seeks out atypical travel experience
- Loves taking train to visit new places to appreciate a scenic journey along the way
- Very gregarious and enjoys planning trips with friends
- Fine dining and wine are integral parts of an enriched life to Marie



The French traveler does not seek ultra-luxurious experiences

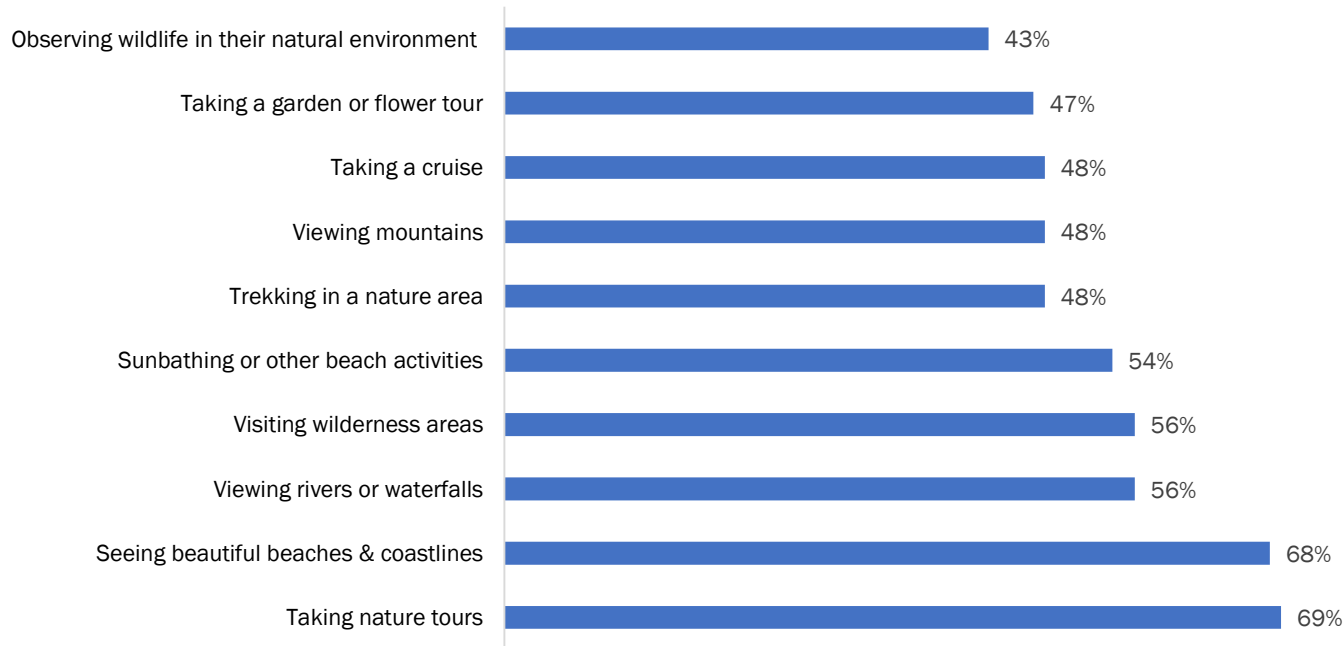
Distribution of Accommodations



The French seem to prefer mid-priced accommodations

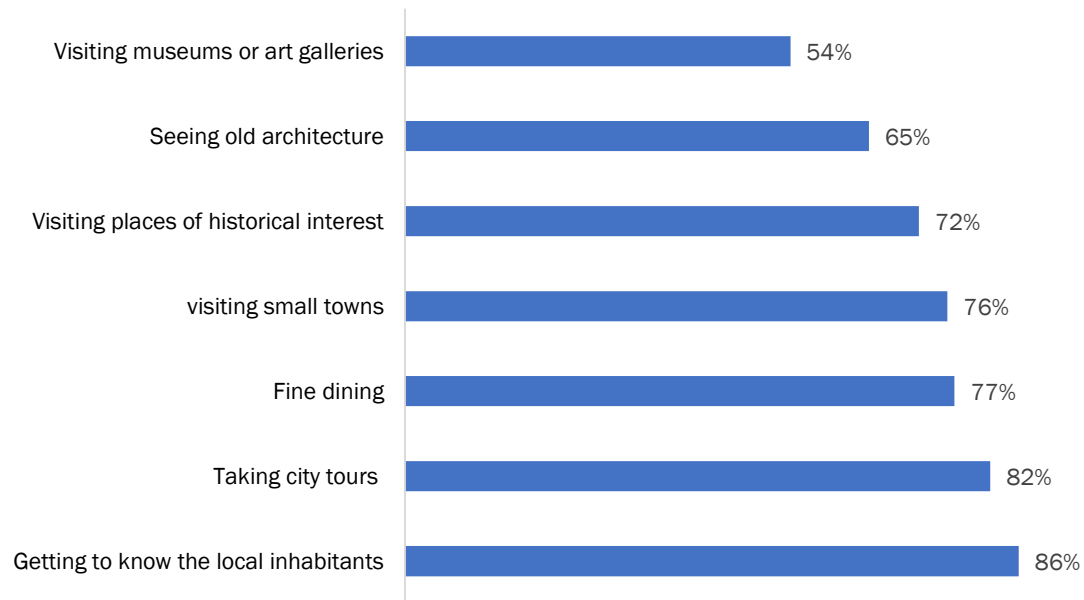
Natural beauty is important to the French

Natural oriented destination activities



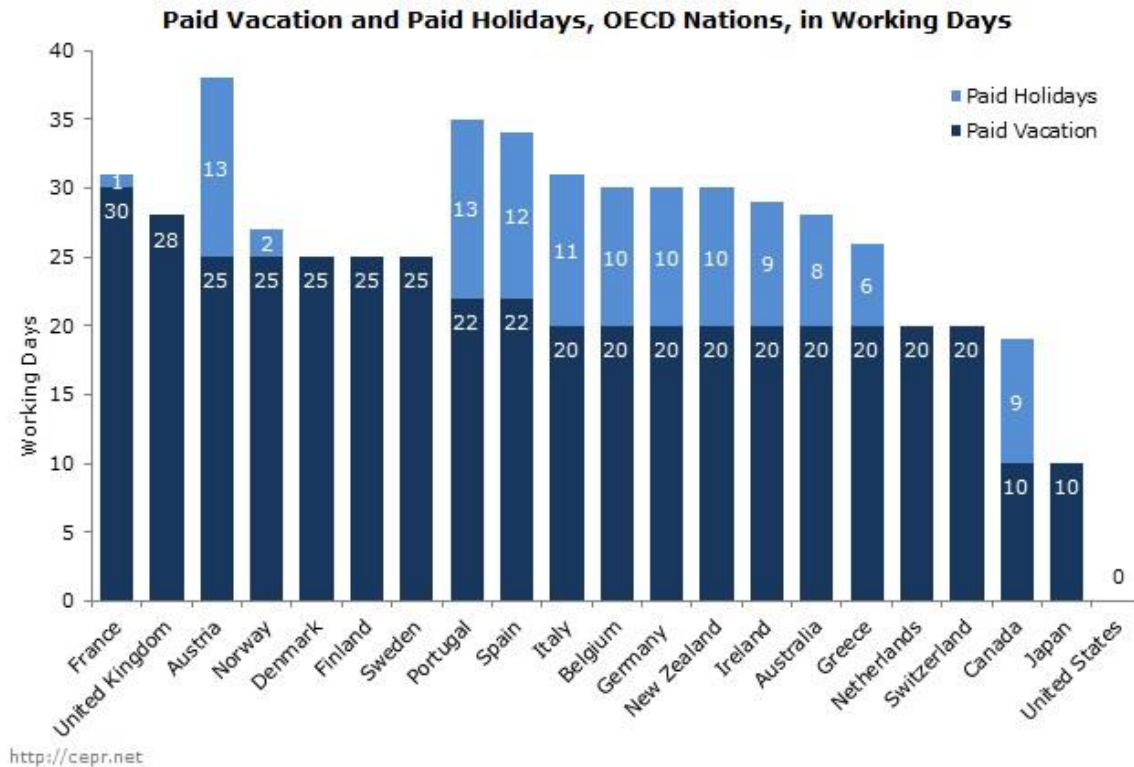
Popular cultural oriented activities among the French

Cultural oriented destination activities



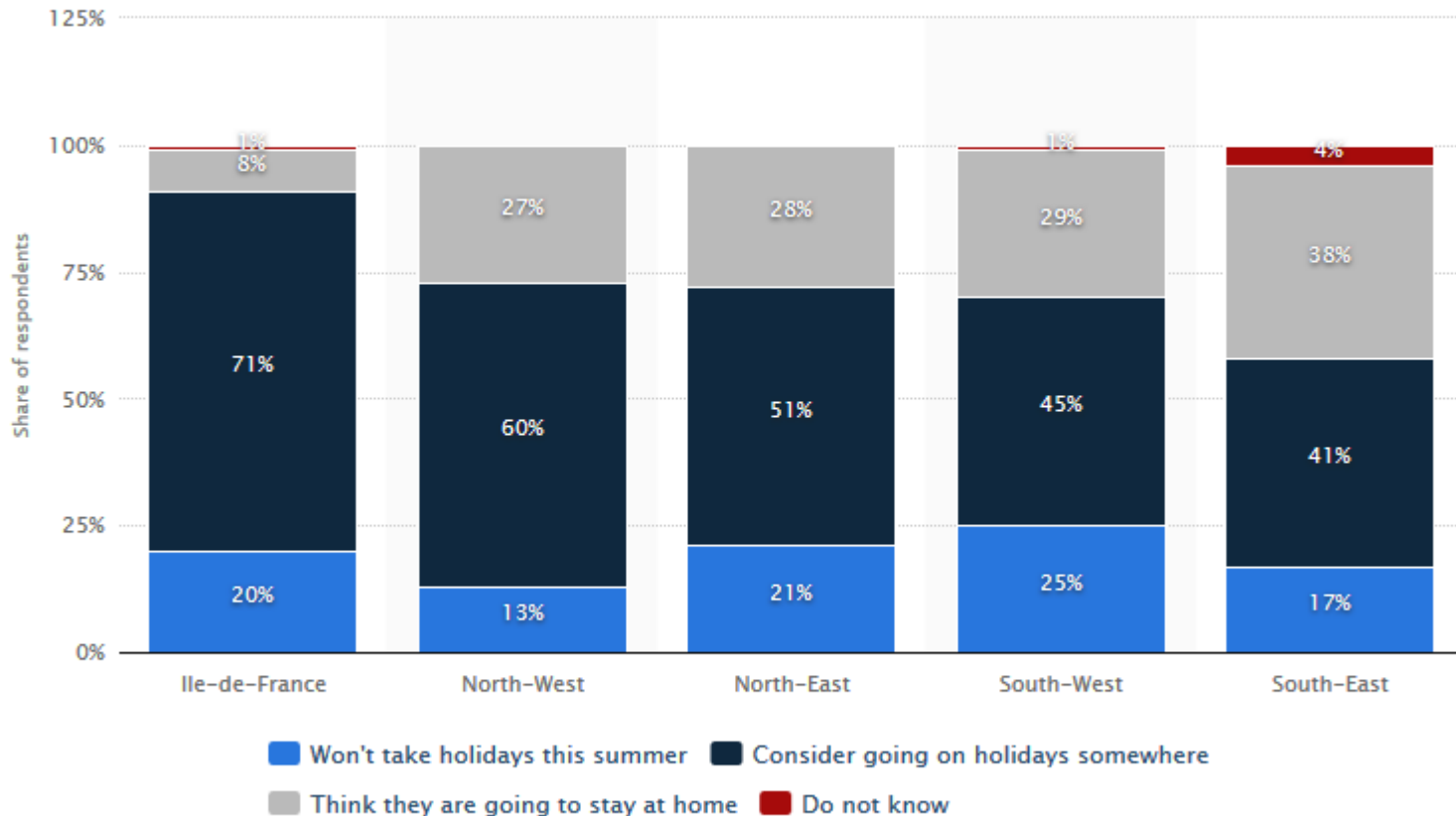
The French worker

- Average of **30 days of paid vacation per year** or **7 weeks per year**
- Work an average of **1500 hours per year**



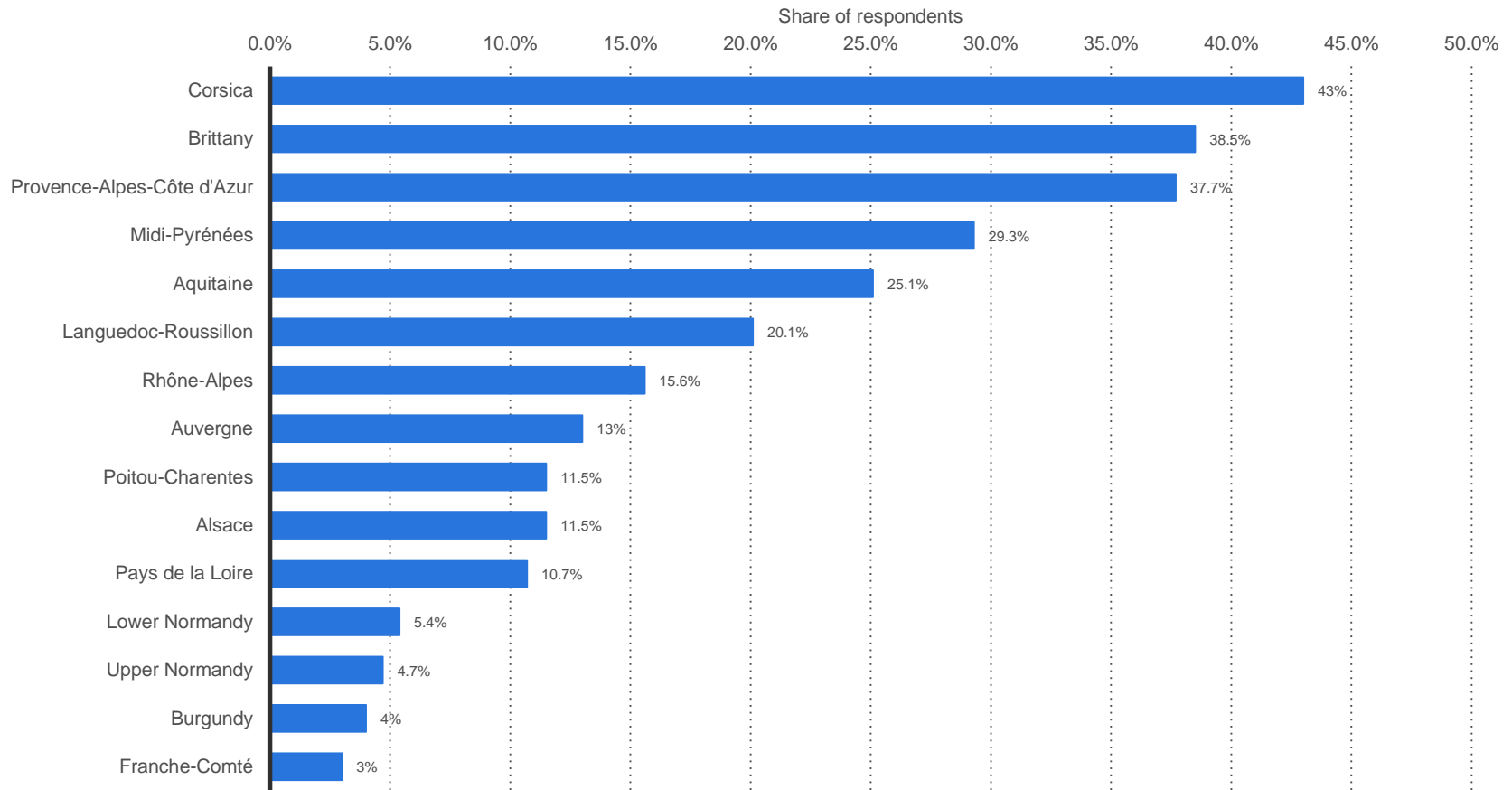
Summer Vacation Preferences of French People

Will you travel during your summer vacation or will you stay home?*



Corsica & Brittany are the most popular French destinations for French people

Most popular holiday destinations for French people in 2015



Most of the top province vacation destinations of French people are on the coast of France or an island



Winter offers of 2 major players, Costa promotes Christmas and New Year cruises



CARAÏBES

7-9 À partir de **495€** 
JOURS TTC* par personne

*(495 € TTC, forfait de séjour à bord de 70 €/adulte inclus, à régler à bord et charges portuaires incluses.)



MÉDITERRANÉE OCCIDENTALE

7 À partir de **469€** 
JOURS TTC* par personne

*(469 € TTC, forfait de séjour à bord de 70 €/adulte inclus, à régler à bord et charges portuaires incluses.)



OCÉAN INDIEN ET LA RÉUNION

15 À partir de **1589** 
JOURS € TTC* par personne

*(1589 € TTC, forfait de séjour à bord de 140 €/adulte inclus, à régler à bord et charges portuaires incluses.)



INDE ET MALDIVES

7 À partir de **569€** 
JOURS TTC* par personne

*(569 € TTC, forfait de séjour à bord de 70 €/adulte inclus, à régler à bord et charges portuaires incluses.)



DUBAI

7-9 À partir de **8679** 
JOURS € TTC* par personne

*(8679 € TTC, forfait de séjour à bord de 660 €/adulte inclus, à régler à bord et charges portuaires incluses.)

Winter offers of 2 major players, MSC's offers the following destinations

CARAÏBES, CUBA & ANTILLES  Carte et itinéraire

Havana



Date(s) de départ
20/01/2018

Navire
MSC OPERA

Itinéraire
Cuba, Jamaïque, Iles Cayman

Port d'embarquement
Havana, Cuba

Durée
8 Jours/7 Nuits

DUBAÏ, ABU DHABI & SIR BANI YAS  Carte et itinéraire

Dubaï



Date(s) de départ
20/01/2018

Navire
MSC SPLENDIDA

Itinéraire
Emirats Arabes Unis, Bahreïn, Qatar

Port d'embarquement
Dubai, Emirats Arabes Unis

Durée
8 Jours/7 Nuits

CARAÏBES, CUBA & ANTILLES  Carte et itinéraire

Philipsburg




Date(s) de départ
20/01/2018

Navire
MSC SEASIDE

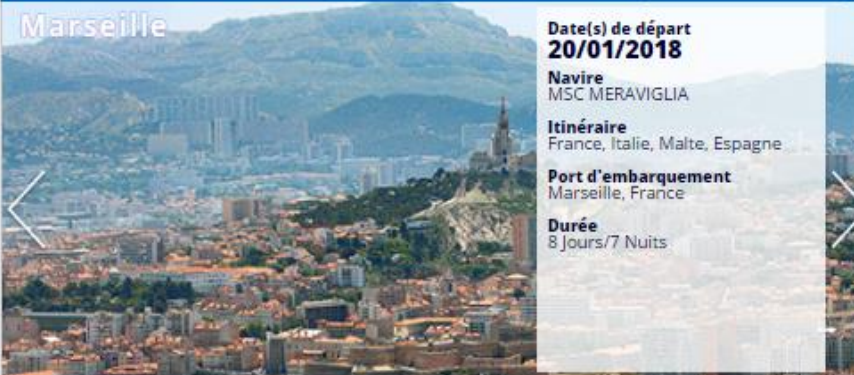
Itinéraire
Etats-Unis, St. Maarten, Porto Rico, Bahamas

Port d'embarquement
Miami, Etats-Unis

Durée
8 Jours/7 Nuits

MÉDITERRANÉE  Carte et itinéraire

Marseille



Date(s) de départ
20/01/2018

Navire
MSC MERAVIGLIA

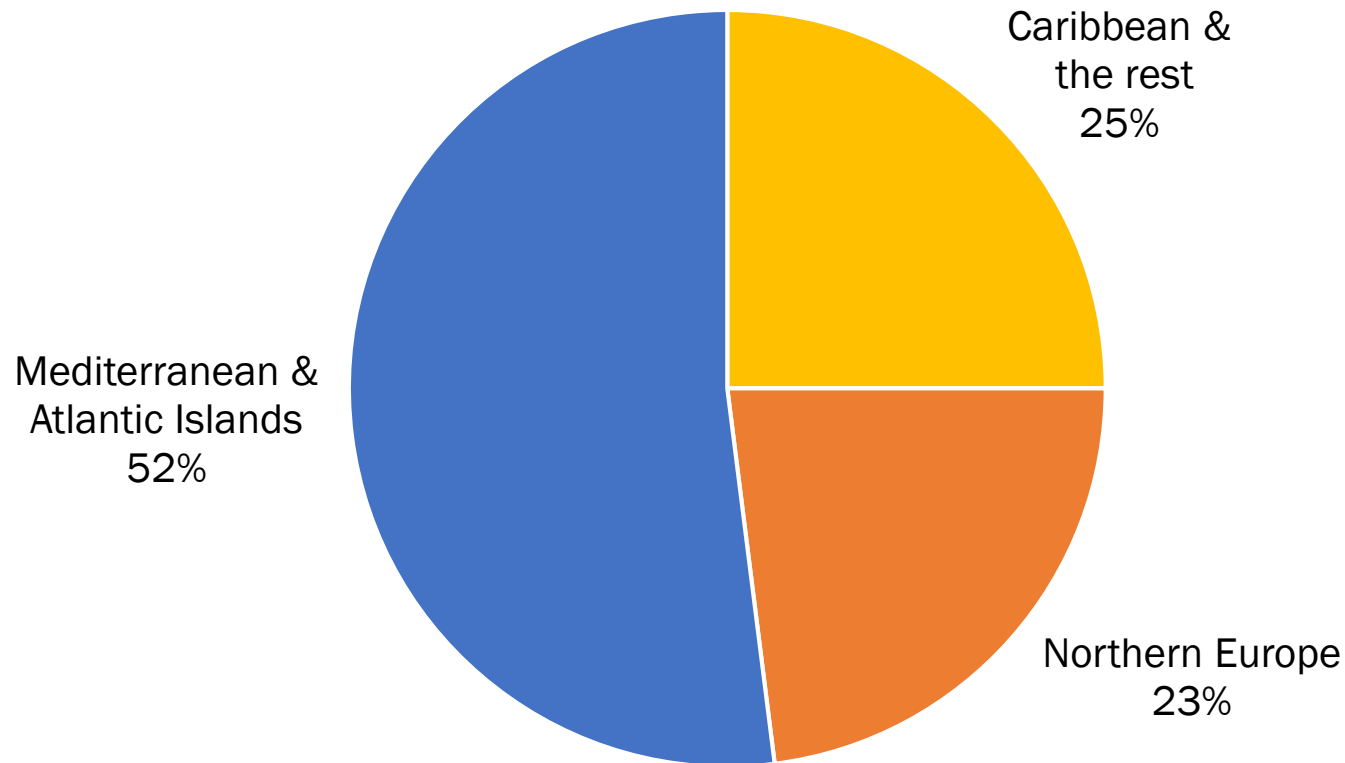
Itinéraire
France, Italie, Malte, Espagne

Port d'embarquement
Marseille, France

Durée
8 Jours/7 Nuits

Any cruise product must also be able to capture market share of the larger European market

European Cruise Market by Broad Destination, 2015



Ships by Month in French Market Departing Marseille

	Costa	MSC
January	Diadema	Meraviglia, Orchestra
February	Mediterranea	Splendida
March	Mediterranea	Splendida
April	Mediterranea, Favolosa, Diadema, Fascinosa	Splendida, Armonia, Divina
May	Favolosa, Diadema, Fascinosa	Splendida, Armonia, Divina
June	Diadema	Splendida, Meraviglia, Seaview
July	Diadema	Meraviglia, Seaview
August	Diadema	Armonia, Splendida, Meraviglia
September	Fascinosa, Diadema, Mediterranea, Magica	Splendida, Armonia, Meraviglia, Fantasia
October	Diadema, Fascinosa, Favolosa	Armonia, Splendida, Meraviglia
November	Favolosa, Diadema, Fascinosa,	Meraviglia
December	Diadema	Meraviglia, Orchestra

Ports by Competitor- 7-night Mediterranean Cruise Departing Marseille*

Costa

- Savona
- Malta
- La Spezia

Both

- Civitavecchia
- Barcelona
- Palermo
- Valletta
- Palma de Mallorca
- Cagliari
- Naples

MSC

- Valencia
- Messina
- Mahon
- Genoa
- Olbia
- Livorno (Pisa, Florence)
- Ibiza

*ship may vary

The ratio between intermediate stops and end/start of cruises in French ports is 5:1

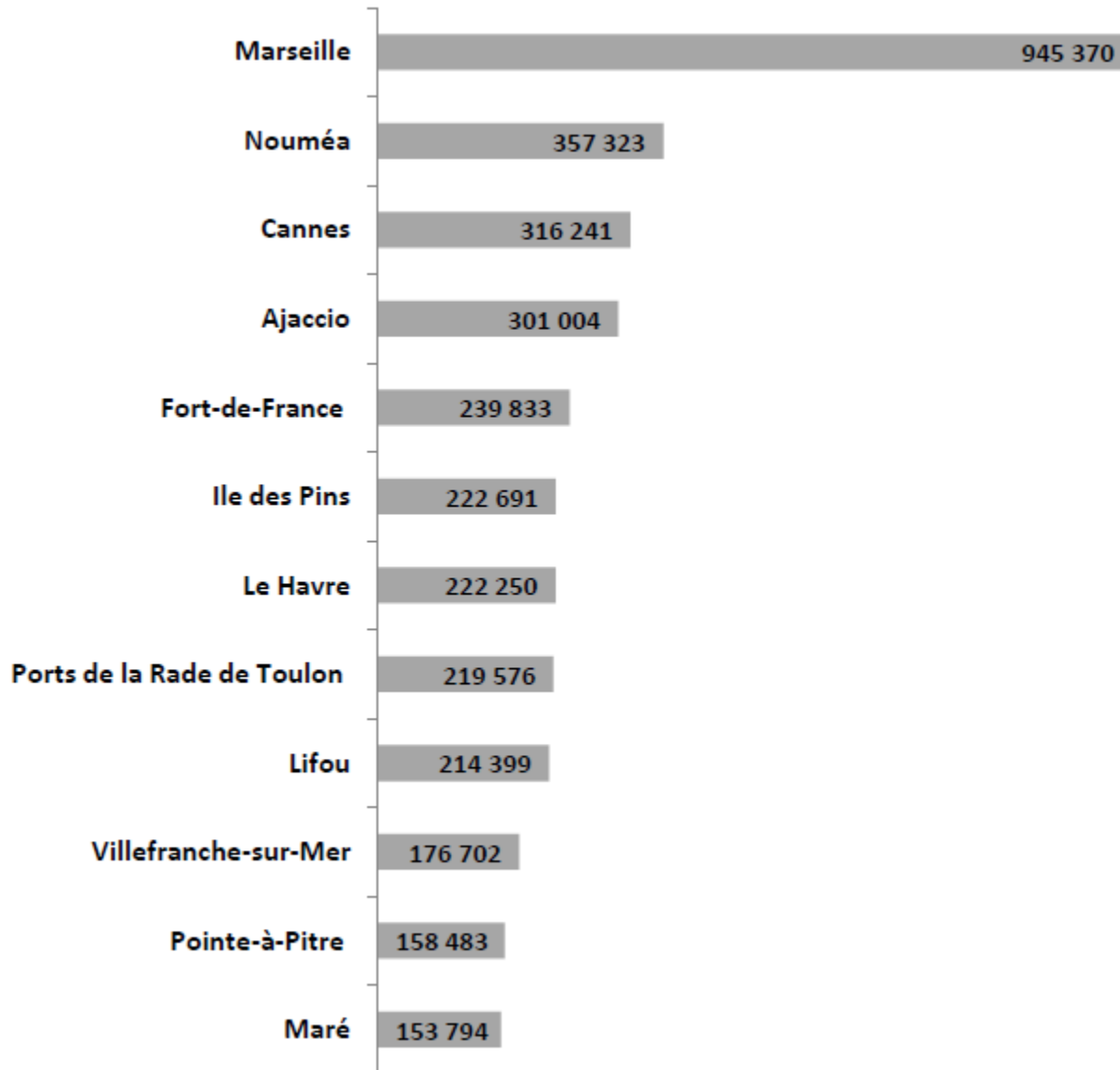


There are differences in the amenities of the cruise ships.

Differences between the Bleu de France vs. Zenith and Horizon

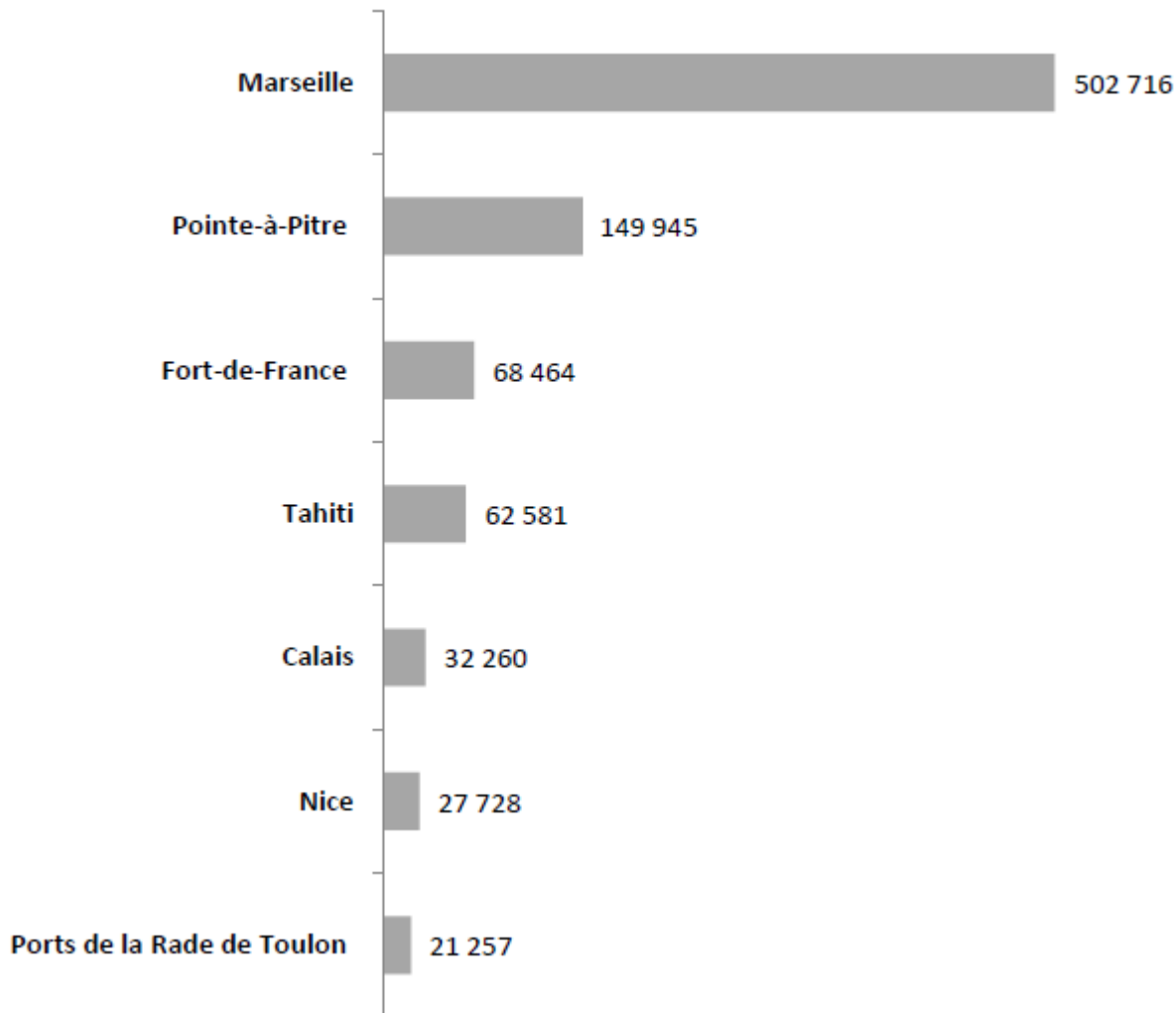
	Bleu de France	Zenith	Horizon
Passengers	720	1,800	1,828
Swimming pool	✓	✓	✓
Jacuzzi	✓	✓	✓
Spa	✓	✓	✓
Library	✓	✓	✓
Fitness Center	✓	✓	✓
Golf Course	✓	✗	✗
Theater	✗	✓	✓

Biggest ports for intermediate stops in France



Source: Atout France

Biggest ports for start / end of cruises in France



Philosophy

CEO Richard Fain says:

- RCCL had a higher price in each market segment it competed in but also offered a better quality and enhanced experience to its customers at each service point.
- It was important to keep the individual personality of each brand and avoid too much homogenization. Of course, there were some synergies across the two brands. For example, the Silverwhere program cost the same to develop whether it was used in one or 25 ships and thus was implemented in both brand's ships.

Assumptions from 10-K

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS) - USD (\$) \$ in Thousands	12 Months Ended		
	Dec. 31, 2015	Dec. 31, 2014	Dec. 31, 2013
Income Statement [Abstract]			
Passenger ticket revenues	\$ 6,058,821	\$ 5,893,847	\$ 5,722,718
Onboard and other revenues	2,240,253	2,180,008	2,237,176
Total revenues	8,299,074	8,073,855	7,959,894

Ticket:Onboard = 7:3

Cruise operating expenses:			
Commissions, transportation and other	1,400,778	1,372,785	1,314,595
Onboard and other	553,104	582,750	568,615
Payroll and related	861,775	847,641	841,737
Food	480,009	478,130	469,653
Fuel	795,801	947,391	924,414
Other operating	1,007,926	1,077,584	1,186,256
Total cruise operating expenses	5,099,393	5,306,281	5,305,270

Commissions:25%+, Fuel:15%?(Exposed to Market risk) of Operating Exp.

RCL's current portfolio

Subsidiary	# of ships	Segment
Royal Caribbean International	23	Contemporary
Celebrity Cruises	10	Premium
Azamara Club Cruises	2	Premium/Luxury
Pullmantur	3	Contemporary
CDF Croisières de France	2	Contemporary
TUI Cruises	4	Joint Venture
The new French line	TBD	TBD

Major Complaints about CDF (Horizon & Zenith)

Pool too small, “salty” and a little too chilly, and too many people around all day; “kids problem”; broken jacuzzi

- The swimming is too small
- The pool a little too salty
- The pool should be very nice with the heat, but in April it was a little chilly
- It will take somebody to manage the jacuzzis invaded by the children

Old boat, outdated style, decoration too simple

- 5 cruises of france including 4 on horizon, ship aging with always its problems of toilet, lack of waiters in the different bars
- The old ship but well maintained wc problem in the cabin but quickly repaired at the start and arrived
- Correct cabins but bathroom to be taken seriously
- A bit old literally like lack of modernism
- The decoration of the boat deserves a "blow of youth" (too many brown in carpets and furniture ...)
- Somewhat "old-fashioned" installations now, used carpets
- AGING CABINS
- The ship is well maintained but old, it is not flamboyant
- A little dated and its decoration a bit simplistic

Major Complaints about CDF (Horizon & Zenith)

Cabin condition

- Noisy: Engine noise, AC noise
 - One downside, the noise from the machine that is heard loud enough in the cabin and has been disturbing throughout the stay.
 - A cabin at the stern of the boat it was very very noisy (engine noise or the axis of the boat), we had to sleep with balls QUIES. En arrivant on land (at the end of the cruise) I had the earth sickness with pronounced vertiges which according to my doctor were directly related to the mere fact of having to wear balls QUIES.
 - Extremely noisy cabin preventing sleeping
- Problematic facilities (toilets, ACs, thermostats)
 - Only complaint is no thermostat in the room so no air conditioning so in the evening it was cold and not possible to adjust ...
 - But need to review the A / C and fan noise in the cabins
 - By cons to review the air conditioning much too cold
 - Outdated bathroom
- Small
 - Cabins less spacious than on a Costa

Limited shops, no over-the-counter pharmacy

- It may be missing 1 or 2 more affordable shops
- several people on board got really bad colds !!!! Also, disappointed not to have found an over the counter pharmacy on board to get basic medication (like painkillers) in order to avoid having to take an appointment with the doctor

*Evening shows too Americanized

- Evening show too americanized

*No possibility to change table at the restaurant and therefore obligation to eat every night with people not always friendly

Sources: <http://www.croisierenet.com>

We are attempting to understand French culture, coming largely from an American Perspective

French Value...

- Quality > Quantity (from food to clothes)
- Wearing nice clothes even on average days
- Long (not 15 min) lunches
- Drinking habits
 - Less binge drinking
 - Wine when eating, not really without food
 - Liquor/beer not huge
 - Champagne and Kir (French cocktail) before dinner
 - Strong knowledge of (red) wines
- Home cooking is common and they are good at it
- Trains quite popular compared to airplane
- Happy hour / snacks are common before dinner (even at different locations)
- Youths' pallet seem “sophisticated” compared to American youths’
- Deep conversations, minus technology (e.g. phones), are highly valued

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MSC Cruises

Ponant

Costa

Royal Caribbean