

Tourism promotion

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Group: 06248

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Marketing Plan on Norwegian Cruise Line

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Introduction

Norwegian Cruise Line Holdings Ltd. (Nasdaq: NCLH) is a diversified cruise operator of leading global cruise lines spanning market segments from contemporary to luxury under the Norwegian Cruise Line, Oceania Cruises and Regent Seven Seas Cruises brands. These three brands operate a combined 21 ships with approximately 40,000 lower berths visiting more than 430 destinations worldwide. The company's brands will introduce six new ships through 2019. Norwegian Cruise Line is the innovator in cruise travel with a history of breaking the boundaries of traditional cruising, most notably with the introduction of Freestyle Cruising, which revolutionized the industry by giving guests more freedom and flexibility on the most contemporary ships at sea. Oceania Cruises is the clear market leader in the upper premium cruise segment featuring the finest cuisine at sea, elegant accommodations, impeccable service and destination-driven itineraries. Regent Seven Seas Cruises redefined upscale cruising and is the market leader in the luxury cruise segment with all-suite accommodations, highly personalized service and the industry's most inclusive luxury experience, featuring round-trip air, inclusive luxury hotel stays, unlimited shore excursions and open bar throughout the ship among its numerous included amenities.

Company and product profile

Name: NORWEGIAN CRUISE LINE



Founded since: 1966 in Miami

Operating ships: 21

Project owner: Frank J. Del Rio

Partner: Apollo, TGP, and Genting HK

Norwegian Cruise Line is the pioneer of the modern cruise industry, offering a unique cruise experience centered on Freestyle Cruising, which gives guests the freedom and

flexibility to structure their cruise vacation to their likes and needs. Norwegian invites guests to Cruise like a Norwegian on a relaxed, resort-style cruise vacation on one of its 13 purpose-built Freestyle Cruising ships sailing to over 100 ports worldwide.

Mission and vision

The cruise line principal mission is to provide a consistently superior cruise vacation by exceeding customer expectations and embracing our passion for innovation that delivers freedom and value for our guests, travel partners, team members and shareholders. Whether on land or on board, we are always looking for the best and brightest to join our all-star team. Norwegian Cruise Line it wants to be represented as the cruise line of choice.

Product offering

Norwegian Cruise Line has a vast numbers of products, offers and activities which visitors can benefit. The company main services include cruise ship packages and cruise tours which can be purchased online, by travel agencies, by tour operators or consolidators. From regular to customized packages to all-inclusive, which include flights and the cooperation with different airlines, the cruise ship itself is an addition of on board services between accommodation, restaurants, bar, spa, casino, entertainment and staff service. The Norwegian cruise line offers their clients depending on the position and seas different ships and itinerary. Promotion and last minute deals are offered also depending by the seasonality, while shore excursions are always available. The company also offers websites, magazines and brochures to reach their client and create awareness.

Business challenges

We know today every business must face many challenges to survive and assure an economic growth. In Norwegian cruise line we find some business challenges we may want to take in consideration. The first one is integrity; business has never faced the type of moral challenges that it faces in today's global economy. Everyone is struggling to be more successful, to make the next quarterly earnings estimate, to keep their job,

to earn a big bonus, or to compete effectively. It is important to compete sanely with competitors and make sure the overall contribute of the entire company, from the project owner and director, to shareholders and partners, to employers and employees. On this note, finding the perfect staff will be the next step; is one of the biggest challenges for business to find the right staff, retaining them, and ensuring they buy into the vision of the business. Increased selection and competition; In the industry we find many different business competing for each product selling and new business that focus on a single item and spend all their time and focus on being the very best at just one thing. This increase in overall selection and more focused completion will make it more difficult for businesses of all sizes to retain customers who can change their suppliers with the click of a mouse. It's a battle of perception, focus, and marketing. Last one but not least is, problem solving and risk management; A major challenge the companies is identifying, assessing, and mitigating risks, including human and financial capital, in addition to the macro economy.

Marketing objectives

It's important for the Norwegian cruise line to increase the costumer's number and assure the increase of awareness among consumers. Increase also public awareness on services, packages and activities offered is a major objective for the company where the customer satisfaction is a must to obtain. Of course the main purpose is to raise also the revenues and attract new consumers. The cruise line also shows commercial objectives raising the revenues through a variety of different sources, including the innovation and introduction of new ships cruise and innovation of new services on board. Some of the examples are the restaurants which will have a rotation menu and the priority for the client to reserve seating prior to sealing. The innovation of new menus for bar and lounges plus the addition of new entertainments and shows will be available plus new technologies like touch screens and I pads will be introduced. To not forget, the environment will experience a change in style and modernization while new destinations and ports will be available in the year 2019.

Situation Analysis

PESTLE

Nowadays, if we want our business or organization to have success in the big market we have to follow determinate steps. The first most important one is the situation analysis where we are going to focus our attention principally on the SWOT (strength, weaknesses, opportunities and threats analysis). Before looking at it we have to say that the situation analysis varies by the different business. We will start with an environmental analysis, external factors that affect our organization and are summarized in the PESTLE (Political, environmental, social, technological, legal and economic analysis):

P for political: Since the cruise line navigates mostly on U.S. ocean waters numerous, are the laws applied to the organization, which must be taken in consideration. In this document, we will cite only 3: The Passenger Vessel Services Act of 1886 (Abbreviated to PVSA, Passenger Services Act, or PSA) is a protectionist piece of United States legislation, which came into force in 1886 relating to sabotage. The law states: “No foreign vessels shall transport passengers between ports or places in the United States, either directly or by way of a foreign port, under a penalty of \$300 for each passenger so transported and landed. As a result, all vessels engaged in the coastwise trade have been required to be coastwise qualified (i.e., U.S.-built, owned and documented). Under the Passenger Vessel Services Act of 1886 (46 U.S.C. § 55103), non-coastwise-qualified vessels cannot transport passengers directly between U.S. ports. Generally, a passenger is any person carried on a vessel who is not directly and substantially connected with the operation of such vessel, her navigation, ownership, or business. In furtherance, the U.S Government regulates laws on cruise vessels security and safety requirements. “(a) IN GENERAL.—Chapter 35 of title 46, United States Code, is amended by adding at the end the following: “§ 3507, Passenger vessel security and safety requirements. (1) IN GENERAL.—Each vessel to which this subsection applies shall comply with the following design and construction standards:“(A) The vessel shall be equipped with ship rails that are located not less than 42 inches above the cabin deck.“(B) Each passenger stateroom and crew cabin shall be equipped with entry doors

that include peep holes or other means of visual identification. “(C) For any vessel the keel of which is laid after the date of enactment of the Cruise Vessel Security and Safety Act of 2010, each passenger stateroom and crew cabin shall be equipped with— “(i) security latches; and “(ii) time-sensitive key technology. “(D) The vessel shall integrate technology that can be used for capturing images of passengers or detecting passengers who have fallen overboard, to the extent that such technology is available...Another law to take in consideration is the MARPOL 73/78 is one of the most important treaties regulating pollution from ships. Six Annexes of the Convention cover the various sources of pollution from ships and provide an overarching framework for international objectives. In the U.S., the Convention is implemented through the Act to Prevent Pollution from Ships. Under the provisions of the Convention, the United States can take direct enforcement action under U.S. laws against foreign-flagged ships when pollution discharge incidents occur within U.S. jurisdiction. When incidents occur outside U.S. jurisdiction or jurisdiction cannot be determined, the United States refers cases to flag states, in accordance with MARPOL. These procedures require substantial coordination between the Coast Guard, the State Department, and other flag states, and the response rate from flag states has been poor.

E for economic: Cruise tourism expenditure has direct, indirect and induced effects on the economy of a destination. The direct effect is on a supplier who sells goods and services directly to cruise vessels, cruise passengers and crew. Expenditures related to cruise vessel include port costs, marine expenses, food and beverages, fuel, water, maintenance. Cruise passengers expenditures include those that are not part of the cruise itself, such as taxis, souvenirs, shore excursions, food and beverages, etc. Crew expenditures include restaurants, retail goods, recreational activities, transport, etc. Indirect effects result from the purchases of direct suppliers like goods from other companies. Induced effects arise from the expenditures of direct and indirect recipients produced from their increased incomes. It is not an easy task to measure direct and indirect effects of cruise activity. One of the main difficulties lies in the fact that many cruise lines sail under flags of convenience and employ worldwide crews. Most cruise ships are registered in the Bahamas, Liberia or Panama. According to CLIA (2007) the major economic impacts of the US cruise industry during 2006 included the indirect

economic Cruise tourism: economic, socio-cultural and environmental impacts 215 impacts, the expenditures of the cruise lines and their crew and passengers was responsible for the generation of \$35.7 billion in gross outputs, a 10.2% increase over 2005. This, in turn, generated just under 348,000 jobs throughout the country paying a total of US\$ 1.7 billion in wages and salaries. These total economic impacts affected practically every industry in the USA: nondurable goods manufacturing, professional and technical services, travel services, durable goods manufacturing, financial services, airline transportation and wholesale trade.

S for social: social effects are broad ranging and refer to the ways in which tourism contributes to changes in value systems, family relationships, individual behavior, safety levels, moral conduct, collective lifestyles, creative expressions, traditional ceremonies, and community organizations'. It has been reported in some Caribbean destinations about the loss of the regional language. Local residents have been adopted habits and patterns from the visitors. The level of satisfaction in a destination depends on the good experience that a tourist has in it. People's behavior and experience is understood by the influence of the social situation (like the presence and behavior of other people) and the influence of they bring to the situation

T for Technology: Technologies are considered the force that helps organizations continually preserve their core values and beliefs while reconceptualising their environments of learning, discovery and transaction. If cultural institutions are to succeed in taking advantage of new technologies, it is crucial to identify correctly what needs to remain stable, their essence, and what can change, because it is a means of achieving that goal. Technology today is everywhere and it helps on a growth of a company. It support functions related to planning and managing events, as well as ticket sales and registering event goers. It automates the ticketing process, and supports retail point of sale, online membership renewal helping to collect geographic and demographic data.

L for legal: Today, nearly all the ocean cruise lines employ passenger ships registered under flags of various foreign countries. (Note: The law requires that cruise-ship advertising in the U.S. disclose the country of registry.) Each ship is subject to the

vessel inspection laws of the country in which it is registered. However, as a condition of permitting the vessels to take on passengers at U.S. ports, the U.S. Coast Guard requires the ships to meet the International Convention for the Safety of Life at Sea (referred to as SOLAS.) SOLAS and other international regulations also require compliance with stringent regulations regarding structural fire protection, firefighting and lifesaving equipment, watercraft integrity and stability, vessel control, navigation safety, crewing and crew competency, safety management and environmental protection.

E for environmental: Other critical effects are the environmental impacts. As ship order book and passenger number grow, so do cruise impacts on the environment and local communities. Exposed the environmental cruise tourism impacts identified by a study of British Airways in Seychelles:¹ Modifications to the natural and built environment to enable destinations to serve as a cruise line destination involve loss of natural habitat, exploitation of local construction. ² Operational impacts related to the use of energy, water and those such as antifouling and accidental or deliberate physical damage to marine ecosystems. ³ Impacts associated with transferring people to and from departure and destinations points; it increases the use of air travel. ⁴ The impacts of recreational activities on wildlife such as disturbance and littering, and pressures on endangered species through exploitation for gifts and curios.

Primary competitor analysis

The volume of the cruise ship market have been growing from the past years, with important barriers both to entry and exit associated with the extremely high cost of purchasing or selling a single cruise ship, and the high investment needed to maintain and manage a cruise line, which has a decisive influence on diverse aspects and strategies related to organizational and management issues. In the same way, the bargaining power and capability to take advantage of economies of scale present in the cruise industry are also affected by the size of the market in two different and contradictory ways: the presence of a few shipbuilders and technology developers in the industry forces the cruise companies to accept the prices and costs offered to them; and

the large number of suppliers of equipment, fuel and food products allows them to bargain for the best prices. By identifying the major direct competitors, which we can list in as Royal Caribbean cruise line, Carnival cruise line, American cruise line, MSC cruise line and Costa cruise line we have to invest in marketing, innovation and brand image. These elements are therefore key factors to succeed in a competitive in order to find new sources of income and new strategies to maximize economic performance and profit.

Market potential analysis

During the past years we have been targeting a mix of generations, which includes the Baby boomers (Demographers and commentators use birth dates ranging from the 1946s to the 1964s) and Generation Y(Demographic cohort following Generation X). Analyzing the market potential of 2014, we find interesting statistics reported by the European statistical system which states: "Total cruise passenger traffic during the fourth quarter of 2014 amounted to 153,251, an increase of 27.0 per cent over the corresponding period in 2013. There were 100 cruise liner calls during the quarter, in comparison with 92 in the previous year." Following basing on demographic data: "The majority of cruise passengers were females, amounting to 247,687. Most passengers were between 60 and 79 years old, totaling 189,422. These were followed by passengers aged 40-59, reaching 147,740. There were 303 cruise liner calls in 2014, with an average 1,556 passengers per vessel, compared to 286 calls and an average 1,508 passengers per vessel in 2013". Similarity are found in the report issued by the CLIA on North American cruise market profile where it states that the average age of the cruise traveler was 49, spread across the age spectrum with one-quarter falling equally in the 30-39, 50-59, and 60-74 age cohorts. These are some very important statistics, which change the prospective of our target segmentation, which will be therefore addressed specifically and more intensely on the Baby boomers. Important is also to study the changes and trends in order to attire the target market previously chose. The growth of the Internet and other technology has produced a massive shift in the way in which people gather information about potential destinations and book their travel. Data from the Travel Commission indicate that almost half of all trips made are

now booked online, and the vast majority of people now look for information about their holidays online even if they subsequently book via more traditional channel. People are making more, shorter trips. This has led to an overall growth in cities trips and to the development of new destinations in rural areas and small cities, largely thanks to the growth of the budget airlines. And finally the most important data which explains how the aging population is a major issue considered in all tourism trend studies. In recent decades the older population groups have been the 'silver panthers' of tourism, travelling voraciously with their new found wealth and free time as pensions rose and life expectancy lengthened. However, the current trend is towards a rising of the pensionable age, and many are seeing their final salary pension schemes cut or abolished altogether. Many younger people, used to the safety net provided by the state, have not even bothered to build up pensions or have had their entitlements restricted by frequent job-hopping. This will mean a growing number of elderly poor in future, who will not have the high tourism purchasing power of former generations. On this wave, we must pay more attention to the Baby boomers and concentrate on a well-organized IMC in order to satisfy the customer needs and reach the company objectives.

Services analysis

Over 91% of cruisers are aware of the Norwegian brand, which is known for freedom, flexibility and choice, highly valued benefits for Norwegian's target audience within the cruise vacation market. As we mentioned before, Norwegian cruise line manage a vast number of services, which are well recognize for their quality. We want to make sure to prepare and employ the right staff to enhance the best customer service and provide our clients wealth and happiness. Because our consumers are everything for us, we want to expand the services and provide new methods to ensure the customer's satisfaction. To reach these goals we want to diversify our services and produce uniqueness. The acquisition of Prestige in November 2014 instantly transformed our company into a diversified operator of three distinct and leading cruise lines spanning the full product spectrum of the cruise business. The acquisition brought into the fold the proven operator of the multiple award-winning Oceania Cruises and Regent Seven Seas Cruises brands. It also provided immediate entry and dominance into the upper

premium and luxury segments of the cruise industry, complementing the contemporary/premium product offerings of the Norwegian Cruise Line brand and immediately diversifying the combined company's customer base. Lastly, Prestige's capacity expansion program includes the introduction of two ships in 2016, covering the lone gap in Norwegian's existing new build program. Services on board include also works and introduction of new services in lounges and bars, restaurants and entertainments, and an innovation imported in the environment and technology. Finally, we believe the complementary fleets of Norwegian and Prestige provide a diversified portfolio of cruise products that represent all significant segments of the cruise industry. The Norwegian brand caters to the contemporary and premium segments with modern, state-of-the-art ships, amenities, onboard experiences and our "Freestyle Cruising" offering. Oceania caters to the upper premium segment, while Regent caters to the luxury segment of the cruise industry. These complementary product offerings, along with the strengths and skill sets of personnel, provide numerous opportunities for cross-selling and cross-brand collaboration.

SWOT analysis

The SWOT analysis will help us to determinate the strength, weaknesses, opportunities and threats of our company.

Strength: The Norwegian cruise line is one of the most renowned cruise ship companies in the world operating for over 40 years in the tourism industry. Starting from the positioning of the brand in the market to the attraction of several numbers of tourists per year .The large variety of products and packages offered and their uniqueness are a plus and an important point of strength in the business. The fact that the company is innovating new services and new models of ships, it helps the expanding of customer's awareness. Lastly, the company collaborates with many partnerships and sponsorships, which are very helpful with researches, collections and growth.

Weaknesses: some services lacks on staff quality and this is a major reason why the company is adapting changes.

Threats: Competition is one of the most threats of every business, especially in tourism industry. Weather and seasons could also affect the sales since we are aware of low, mid and high seasons.

Opportunities: Expansion and innovation could be an opportunity to increase the number of customers. Expand, create and generate new activities and services in the market will enlarge a new concept in the mind of our clients who will want to experience fresh services. Events, advertising, media and promotion can also play a major role in the industry, favoring business growth and profits.

Positioning approaches

What Norwegian Cruise Line is trying to achieve is to position itself by product class dissociation. We want to appear different from our competitors trying to offer a different and exclusive product. This is an opportunity to show consumers the uniqueness of our brand.

Marketing objectives and goals

The Norwegian Cruise Line has several marketing objectives. Like almost every company, we want to increase the customer's numbers. Approximately 85% on Baby boomers and 15% on Generation Y. We also want to expand awareness of the brand image, increasing revenues and attracting new clientele. When we talk about raising revenues, we are indicating commercial objectives through a variety of different sources, including services, packages, events, sponsorships and partnership. From our last year report, 2014, we found an increase in the revenues of 3,125,881\$. This year we want to increase our revenues of 2.5 %. The percentage is divided in 1.5 % on packages and services, 0.5 % on travel agencies and suppliers, 0.3 % on Sponsorships and 0.2 % on investments.

Target audiences

During the course of this document, we mentioned many times the target markets of our company. This year we will be focusing on a demographic targeting, which includes majorly the "baby boomers". The reason why we chose this specific target market is that

the baby boomers are the generation, which travels the most. The baby boomers possess large quantity of time and capitals, which it makes them the priority that matches the marketing objectives of our company. A smaller attention, but not less important, we will be given to the next generation of generation X, the generation Y. To reinforce this statement we just to need to look up at some data, specifically the one reported in 2015 from the AARP that states. "Baby boomers will be active travelers in 2015, as they anticipate taking an average of 4-5 trips next year, leading edge generation Xers, those age 45-49, also plan to take 4-5 trips next year. More than half (55%) of Boomers will travel only within the U.S.; four in ten (42%) plan to travel both domestically and internationally; few (3%) expect to travel abroad only. The top motivators for personal travel are 57% to get away from normal, everyday life, 55% to spend time with family and friends, 54% to relax and rejuvenate. Baby boomers are primarily looking for a laid back and relaxing trip. To ensure they have what they need while away, they are most likely to pack their prescription medication, a comfortable pair of shoes, a camera and sunglasses". For the generation Y, we must take in consideration the report issued by the CLIA that states that the 23% of the demographics target market who chose cruise ship for their vacation is generated by the individuals of age 30-39".

Marketing Strategy

Before describing the segmentation that we will use for our marketing plan, we have to refine the approach we are going to use. We find profitable the use of the multi stage segmentation where to divide our market in primarily geographic and psychographic (age and interest) to help develop key messages and to identify the best communication channels to reach them. Then we will draw our attention on the use of specific media and channels (advertising, television, magazines and newspapers, internet, and emails). Least, we will pay a bigger attention on a well-integrated marketing campaign and press release, to ensure the developing of a clear message for our targets markets. The cruise ship market is rising in demand year after year where its revenues are building up for the different companies. By some statistic reported by the CLIA, we find many interesting resources. The income earned by one third of cruise travelers was from 100000\$-199000\$ annually, with another 28% from 60000\$-69000\$. On average, the

annual household income earned by cruisers was 114000\$. In the overall industry, a cruise outperformed other vacations, according to past cruisers. The cruise vacation is rank highest as the best overall vacation. The majority of cruisers, 69% believed it to be a better value over land-based vacations. Cruisers spent an average of 2200\$ per person on their last cruise where 1635\$ was allocated to the fare, 565\$ for onboard and shore expenses, and 524\$ for airfare- among the 62% that flew to their port. The desire of choosing a cruise vacation was experienced by strong satisfaction for the 89 % of the travelers, while the 84% would recommend cruising for friends and family. Based on this research the target market is precisely identified. In fact, the 48% of the cruisers is constituted by the baby boomers between the ages of 49-74, which prefer choosing cruises over other vacations. The reason why, it is identified by the product, which it makes the cruise package a unique service. The product also satisfies the target market that travel for desire, where to take care for themselves, relaxing and enjoy their healthy vacation, but also for a desire of safety and no worries, where target markets don't have to worry about climate, safety precautions, medical assistance and stress. This is exactly where our product position itself, where meets the customers multiple satisfactions. In fact, as mentioned previously the top motivators for personal travel are 57% to get away from normal, everyday life, 55% to spend time with family and friends and 54% to relax and rejuvenate. This is where we decide to launch a new campaign, specifically a promotion that will generate larger attention for our target markets. The promotion consists on a 30% discount on the purchase of an all-inclusive cruise vacation. This discount will not be applied on the first package purchased, but on the second one. So at the purchase of two packages, only the second will benefit of the exclusive 30% discount. Date and times will be further discussed in specific details. This promotion is reinforced by the statistics, which state that the 80% of the cruisers were accompanied by a spouse and more likely with favorable beliefs and satisfaction toward cruising; the intent to take another cruise is strong as 86% of cruisers planned to take another cruise for the next years. After had discussed the target markets we have to identify the channels, which with we will be reaching our targets. The first one is with no doubt television, where the promotion will be integrated with a publicity and TV advertisement. We find television the best method to reach our targets since the study

found that television was the most significant influence in getting leading edge boomers and trailing edge boomers to search online for information. Television was significantly better for prompting boomers to search online than any other source, including friends and spouse/significant other. Other studies have found that television advertising is the ad channel with the largest purchase influence. Back to the TV publicity, more in details will be a 30 sec story, which will have as protagonist a woman target demographically by age. We preferred to have woman in our product since statistics from Financial Synchrony state how the 82% of woman are the major influence and decision makers when it comes to purchase travel packages and vacations. A second channel, which will be playing an important role as much as television, will be the Internet or online services. Studies from DMN3 shows how boomers are tech savvy. They are heavy consumers of television programming, and they spend as much or more time online. Using search engines to reach boomers takes a number of forms. The simplest is PPC advertising. Effective search engine marketing also involves Search Engine Optimization (SEO) and content (inbound) marketing. Google is for 91% the most used. There is no substitute for providing content that meets boomers' need for information in an interesting, relevant and timely way. Baby boomers continue to use computers for most of their Internet activities. In the DMN3 study of baby boomers, we found that boomers spend considerably more time on computers than on mobile devices, where the 54% of the boomers owns smartphones and tablets. It is true that boomers get most of their information online, but it is also true that they use different channels to book. In fact, from the statistic reported by the CLIA we see how the majority of the cruisers opted for travel agent guidance throughout the purchase process. 67% of cruisers used travel agents for planning and slightly more (70%) used them to book the cruise. 64% gave strong satisfaction ratings to their agent. Travel agents are therefore, ranked first in service, followed by the cruise line itself. Due to this reason the cooperation with travel agencies is need, in order to promote our product in a successful way. The third channel to look in detail is the one that use magazines. Our idea is to purchase space on magazines with the intention of adding coupons, which specify the promotion. From the statistics issued by Financial Synchrony Baby Boomers love coupons, bargains and sales. They like to take advantage of discount offers and more likely to purchase if they

have a loyalty discount or coupon. Newspaper as well, can reach our targets word wild, since news are in the interest of our targets. The fourth and last channel will be email, through advertisement. We mentioned many times how our target markets are more and more confident with the internet and likely to check direct emails advertisement. Since there are other important online channels as well, we know that about three quarters of boomers use social media, primarily Facebook. We also know that about 6 in 10 read blogs and articles. About 7 in 10 watch online videos. Our intention is also to create a blog reflecting our companies, where our target markets, but also other markets, can share their experiences after had purchased our services and products. This will be helpful, generating awareness and a good word of mouth. Finally, after had described the channels and methods we decided to invite journalist on board to generate a press release. The journalist will experience the services offered on board by our company in order to distribute or drive attention to marketing content, such as infographics, blog posts and videos and to acquire qualified audiences.

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