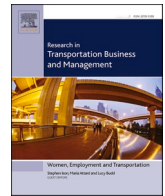




Contents lists available at ScienceDirect

Research in Transportation Business & Management

journal homepage: www.elsevier.com/locate/rtbm

Key cooperation strategies between Spanish ports and tourist destinations: An exploratory analysis

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ARTICLE INFO

Keywords:

Port-destination relationship
Cruise ship tourism
Port authority
Tourist destinations
Cruise strategies

ABSTRACT

In recent years, cruise tourism has attracted more researchers due to the significant growth of the activity. However, most research has focused on cruise ships and their products, leaving the role of ports in cruise tourism in the background.

This research seeks to identify, analyse and categorise port-city strategies for cruise tourism from the point of view of the ports.

Qualitative research has been carried out based on 8 semi-structured interviews with different representatives of Spanish ports and complemented by document analysis. The results indicate that great efforts and investments are being made by ports and destinations to promote and improve the offer in this sector. However, these investments are not accompanied by feasibility studies, so they could have problems to guarantee their future. To fill these gaps, a model for classifying ports according to their port-city cruise strategies is proposed, which can be useful for both port authorities and destination managers.

1. Introduction

The academic interest in cruises has risen noticeably in recent decades, while the link between ports and destinations continues to be dispersed and segmented in sectorial studies (Bruzzi & Benevolo, 2021). Even though the selection of cruise ports (Marti, 1990), and the services provided there (McCalla, 1998) have been researched for decades, the development strategies for cruise tourism of the ports themselves have been less studied (Pallis, Arapi, & Papachristou, 2019). In this sense, most researchers have focussed on cruise-lines and their products, relegating the role of ports to a lower level. That is, in part, since the responsibility of ports is limited to port activities, not being extensible to tourist activities, which include the development strategy for attracting cruises to the destinations (Gui & Russo, 2011). However, ports are currently becoming more and more relevant for cruise companies and the cruise passengers themselves (Pallis, Rodrigue, & Notteboom, 2014).

Therefore, there is an interest in increasing the contributions that links both, ports and destinations, systematising their strategies and evaluating whether this relationship really works (Bruzzi & Benevolo, 2021). In this frame, the objective of the paper is to identify, analyse and categorise port-city strategies for cruise tourism from the point of view

of the ports. Based on this objective, three research questions have been posed:

- According to the cruise sector, what strategies are being implemented in the ports?
- Is it possible to classify the ports according to the strategies they implement in cooperation with the destinations?
- Which challenges do the ports face in the framework of the cruise tourism strategy?

In order to answer these questions, an analysis has been carried out based on qualitative methodologies based on the selection of seven case studies along the Spanish coastline in both the Atlantic and the Mediterranean. The review and systematisation, and the latter application in the analysis of the selected cases, has been structured using three essential themes. The first centres on the strategies that are implemented when cruise tourism becomes a top priority. These strategies have repercussions for the transformation of the port, from a structural point of view, and require heavy investments to adapt them for cruise ships. A second section reviews the marketing strategies for cruises, specifically those that affect the management of ports. The third addresses the

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<https://doi.org/10.1016/j.rtbm.2022.100942>

Received 22 April 2022; Received in revised form 21 December 2022; Accepted 21 December 2022

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challenges that the ports and destinations of cruise companies must tackle in their future strategies. In all types of strategies, the collaboration between the port and the destination, and even of all players involved in the sector, is a necessity as this research shows.

2. Theoretical framework

2.1. Development strategies for cruise tourism in destinations

In the literature, we can identify different perspectives on the role played by the port for the development of cruise tourism and the different management models. According to the typologies of Verhoeven (2010), the involvement of Port Authorities (PA) depends on whether they are conservators, facilitators, or entrepreneurs (Table 1). In the first case, they will look after the operations of the port, without seeking out new niches. The second type will function as intermediaries between the interests of the cruise companies and the destination, adopting a role coherent with their position as an interface between cruise ships and the city (Perea-Medina, Andrade, & Rosa-Jiménez, 2018). In the case of the third type, they have a more high-profile and pro-active role, including marketing activities and direct involvement in the communication between the different agents present in the sector.

Pallis et al. (2019), on the other hand, conduct an analysis of port management models by integrating the context of the environment, the structure, and the strategies. As a result, four models of port management for cruises are obtained: active leaders, investors, marketers, and passive managers. ‘Active leader’ management models normally correspond to large ports operated by the Port Authority, which plays the role of ‘entrepreneur’. In the case of the ‘investor’ management model, these correspond to large ports, with many terminals and which operate as home port. It is characterised by the presence of a private operator, usually an international cruise terminal operator (ICTO). In this case the Port Authority acts as a ‘facilitator’ of strategic actions of the ICTO, planning and developing together with the ICTO. Direct investments are made and the ICTO intervenes in investment decisions. In the case of the commercialising model, these are ports with a terminal operator (TO)

Table 1
Review strategies port-city for cruise tourism development.

Category	Subcategory	ID	Author
Cruise Port Authority (PA) Governance models	Active Leadership (PA Entrepreneur)	CPG-Leader	Pallis et al. (2019)
	Investor (PA facilitator)	CPG-Investor	Verhoeven (2010)
	Marketer (PA facilitator)	CPG-Mark	
	Passive (PA Conservator)	CPG-Passive	
	Public-public partnership and cooperation: ports	SR-Public-ports	Bagis and Doods (2014)
Stakeholder relations	Public-public partnership and cooperation: City	SR-Public-City	Gui and Russo (2011)
	Public-private partnership and cooperation: local business	SR-PuPriv-LB	Klein (2005, 2008)
	Public-private partnership and cooperation: cruise companies	SR-PuPriv-Cruise	Van Bets et al. (2017)
	Private-to-public power relations and enforcement	SR-Power	Perea-Medina et al. (2018)
	Private-to-public power relations and enforcement	SR-Power	Pallis and Vaggelas (2019)
Strategic responses to changes in the environment	Infrastructure development - Customisation Cruises	SRCE-Infr-Cruise	Verhoeven (2010)
			Gračan (2016)

Source: Prepared by the authors.

and where the Port Authority also acts as a ‘facilitator’, both plan and develop, but there is no direct investment. Finally, the ‘passive’ management model corresponds to ports that are normally small, with a single terminal and a low volume of operations and passengers. The Port Authority assumes all operational, planning and development functions, but applies a conservative approach. Alliances or partnerships with strategic partners are part of its strategy.

In order to understand the strategies followed, all the players who take part in the activity (Benseny, 2009; London & Lohmann, 2014) must be identified in order to maximise the collaboration and co-ordination between the private and public sectors to create joint management. All of that comes together in the framework of a previously defined tourist plan for the destination (Benseny, 2009), involving the destinations in the activity’s development strategy to avoid negative externalities, such as the substitution of the traditional tourist activity in favour of cruise tourism (Hritz & Cecil, 2008).

Within all the different collaborations, destinations must also include cruise companies in order to find out their needs and bear in mind their interests (Esteve Pérez, 2014), without entering into relationships of dependence or submission (Klein, 2005). As a consequence, new forms of collaboration and co-operation between different ports have appeared, including development strategies for cruises, promotion and marketing (Parola, Pallis, Risitano, & Ferretti, 2018) to be included in the different itineraries.

One of the most noteworthy pieces of collaboration can be seen in the strategy followed by destinations with the creation of links between local businesspeople, allowing them to take advantage of the arrival of cruises. Gui and Russo (2011) comment on the case of Naples where there has been a prosperous collaboration between the city, the chamber of commerce and cruises, albeit without the participation of the port.

In the same sense, other fundamental strategies are based on co-operation between players, such as the setting up of strategic alliances with airports (Pallis et al., 2014) and developing the conversion into a home-port by encouraging pre-cruise and post-cruise stays at the destination (Bagis & Doods, 2014).

The investment in new and necessary facilities to meet the demand of cruises and adapt to them, entails a high cost for ports. However, it is noteworthy that they are not always useful and beneficial for them while implicit power relationships emerge that often favour large multinational cruise ship companies over the ports and/or local destinations – the former imposing their power over the latter (Klein, 2005, 2008, 2011; Van Bets, Lamers, & van Tatenhove, 2017).

Ports have to adapt while cruise companies are asking for constant improvements. In that context, not only funding problems appear, but also ports lack the necessary know-how for attending cruises so that new collaboration with private entities comes to the fore (Gui & Russo, 2011).

Even when ports do bring in these improvements, the main beneficiaries are the destinations, the cruise companies and/or the terminal operators, but not the port authorities in the strictest sense. That underlines the need for co-operation in order to prevent public money from subsidising private enterprises (Gui & Russo, 2011; Klein, 2011) which, in the majority of cases, are foreign. That takes us back to Klein’s power relations (2005, 2008) which show a clear bias in favour of large international cruise companies to the detriment of local destinations.

2.2. Marketing strategies in cruise ports

Cruises are an important source of income for the ports where they dock (Bayazit, Sune, & Kirval, 2015; Chen, Petrick, Papathanassis, & Li, 2019), in such a way that many want to be included in the cruise itinerary either as ports of call, hybrid ports or homeports. The last two typologies mentioned are the ones which generate most income (Karlis & Polemis, 2018), but also the ones which need most investment in services (London & Lohmann, 2014).

Most of the income obtained by ports from the cruise sector comes

from the tariffs for port usage and all the services supplied on land, for example, waste management or water supply (Gračan, 2016), among others. Therefore, the main marketing aims of the ports will be directed towards increasing demand and attracting new investment (Parola et al., 2018).

To be included in the itineraries, ports not only have to be located in an attractive destination, but also have the essential services to meet the needs of the cruise companies and their passengers (Urbanyi-Popiolek, 2019). Consequently, in recent years, the supply of port services has evolved to adapt to demand and provide added value compared with competing ports (Pallis & Vaggelas, 2019). This is what Verhoeven (2010) calls a strategic response to competitive pressure investments. By way of example, the increase of cruise ships size has created the need to adapt the infrastructure of the ports, the building of bigger passenger terminals (Gračan, 2016) and to manage mobility problems with long waiting times and queues (Ros Chaos, Pino Roca, Saurí Marchán, & Sánchez-Arcilla Conejo, 2017).

The gradual improvement in port services has increased competitiveness and the need to differentiate (Pallis & Vaggelas, 2019; Pantouvakis, Chlomoudis, & Dimas, A.rG., 2010; Parola, Risitano, Ferretti, & Panetti, 2016). Studies such as that of Bayazit et al. (2015), which analyse the services that are most highly valued by cruise companies (costs of port services, port services to ships, infrastructure of ports, intermodal transport and port management), may be especially relevant in helping ports identify the services in which they should invest. Other studies add the importance of the location of ports in strategic places with good communication links (Parola et al., 2016). In more recent times, communication tools, such as online platforms or the reviews, which appear on Internet, have become essential when it comes to one port enjoying more success than another (Chen, Petrick, MacKay, & Nijkamp, 2020).

From the point of view of the cruise product's end-user (the passengers), what a port has to offer is relevant. In that sense, when evaluating the services offered by ports, all agree on the importance of the quality of the facilities and good quality communication links to the destination, but they also value other features, such as hygiene, the port's aesthetics or how attractive the destination of the port is in terms of its tourist interest (Whyte, 2018).

Regarding the different product lines that they offer, a variety of market positioning strategies can be applied. Parola et al. (2018) suggest the following strategies as the most common ones in ports: single-segment concentration, selective specialization (different actions for different segments), marketing action specialization (similar marketing actions for different stakeholders), stakeholder specialization or full market coverage.

Once the positioning strategy has been decided upon, port authorities carry out communication strategies (Pallis & Vaggelas, 2019), most of them at a B2B level (Mandják et al., 2019). However, on many occasions, these actions are carried out in conjunction with tourism managers at the destination (Pallis & Vaggelas, 2019). In order to have a greater presence in the market, ports work cooperatively (Verhoeven, 2010). These collaborations include international initiatives, such as the international brand "Boutique Ports", which publicizes Mediterranean cruise destinations that offer high quality services, "MedCruise" which represents more than 145 Mediterranean ports, or smaller associations such as "Cruises Atlantic Islands", an association formed by the port authorities of Madeira, Cape Verde, Las Palmas and Santa Cruz de Tenerife. The role of these stakeholders in the marketing actions will be fundamental, since very often, they will not be passive subjects but rather they will take part, alongside the port, in the process of value creation (Parola et al., 2018).

In summary, as can be seen in the table below (Table 2), most of the marketing strategies that are reflected in the literature are mainly focused on environmental analysis and positioning strategies, which are part of strategic marketing. The literature also refers to operational marketing strategies, focusing mainly on product and promotion

Table 2

Review marketing strategies in cruise ports.

Category	Subcategory	ID	Author
Market research	Analyse the needs of port users	NA	(Bayazit et al., 2015)
Target market	Positioning strategies: single-segment concentration	SSC	(Parola et al., 2018)
	Positioning strategies: single-selective specialization	SSS	
	Positioning strategies: marketing action specialization	MAS	
	Positioning strategies: stakeholder specialization	SS	
	Positioning strategies: full market coverage	FM	
Product strategies	Develop specific infrastructure to make ports more accessible to people and vessels.	PP/PV	Verhoeven, 2010; Ros et al., 2017; Gračan, 2016
	Develop services tailored to the customer's needs.	DS	Verhoeven, 2010; Urbanyi-Popiolek, 2019; Pallis & Vaggelas, 2019
	Communication links to the destination	CLD	Whyte, 2018; Parola et al., 2016
	Create value and facilitate operators to bind footloose customers	CV	Verhoeven, 2010
	Off-line communication strategies	CSOFF	Pallis & Vaggelas, 2019
Promotion strategies	Online communication strategies	CSON	Chen et al., 2020
	Co-operation, coordination and specialization	COO	Verhoeven, 2010
	B2B communication strategies	B2B	Pallis & Vaggelas, 2019; Mandják et al., 2019

Source: Prepared by the authors.

strategies. Price strategies, on the other hand, have taken second place, often relegated to case studies. Finally, distribution strategies have not attracted the attention of researchers either, probably because of the preference for a form of contracting through direct channels such as the website.

2.3. Challenges for cruise tourism

Beyond the services offered by the cruise industry, the criteria, under which the services are supplied, have recently become increasingly important, especially with regard to sustainability (Pallis & Papachristou, 2020; Wondirad, 2019). At present, with the Covid-19 crisis, safety joins sustainability as one of the most important challenges (Table 3) for the sector (Liu & Chang, 2020).

The management of sustainability in ports has become of particular importance in recent years (Santos, Radicchi, & Zagnoli, 2019), with the environmental impacts being the most worrying ones (Lamers, Eijgelaar, & Amelung, 2015; Pallis & Vaggelas, 2019; Wondirad, 2019). In this context, ports are providers of services, which can help minimise this impact by means of sustainable logistic solutions (Urbanyi-Popiolek, 2019). As regards to the challenges, which need to be addressed concerning sustainability, according to data provided by ESPO (European Sea Ports Organisation, 2021) air quality remains, along with climate change, the most important environmental priorities for ports. ESPO reports that ports are improving in terms of their indicators related to these variables, as they are investing in infrastructures adapted to have a lower impact on the environment. In this area, an important line of work focuses on the development of alternative fuels, such as Liquefied Natural Gas (LNG), which considerably reduce those emissions, increase the efficiency of ships (Cánovas, 2020) and deals with another of the problems of this sector, which is its energy consumption (European Sea

Table 3
Review of cruise tourism challenges.

Category	Subcategory	ID	Author
Strategic responses to risks and challenges: Sustainability	Climate change	Sust-clima	Urbanyi-Popiolek (2019)
	Waste management	Sust-waste	Pallis, Papachristou, and Platias (2017)
	Air pollution	Sust-air	Pallis and Vaggelas (2019)
	Alternative fuels (LNG)	Sust-Fuel	European Sea Ports Organisation (2021)
	Energy consumption	Sust- Energy	Bayazit et al. (2015)
Strategic responses to risks and challenges: Safety and security	Risk and emergency management plans	SafeSecur-Emergency	European Centre for Disease Prevention and Control (2020)
			Liu and Chang (2020)
	Health protection	SafeSecur-Health	Pallis and Papachristou (2020)
Strategic responses to risks and challenges: Others	Seasonality	SRRC-Seasonality	Papachristou et al. (2020)
	Digitalisation	SRRC-Digital	Esteve-Perez and Garcia-Sanchez (2019)
			Pallis and Papachristou (2020)
			Deloitte and ESPO (2021)

Source: Prepared by the authors.

Ports Organisation, 2021; Pallis & Vaggelas, 2019). In this regard, it is worth noting that more and more ports are offering Onshore Power Supply (OPS), and made LNG bunkering available (European Sea Ports Organisation, 2021).

From the point of view of the economic and social impact of this activity, in the Mediterranean market as well as at the Atlantic ports (Esteve-Perez & Garcia-Sanchez, 2019), another major challenge is seasonality, or the importance of cruise ships being able to operate all year round (Pallis & Papachristou, 2020).

Safety and security have always been two of the most important challenges for ports (Pallis & Papachristou, 2020), as well as being one of the most highly rated issues for passengers (Bayazit et al., 2015) and cruise lines (Papachristou, Pallis, & Vaggelas, 2020). Everything that is related to security has been undertaken with a certain efficiency, controlled by the state security forces in the port area. Currently, the crisis caused by the COVID-19 pandemic has granted more importance to all those services designed to reinforce the safety of passengers at the port and has revealed the lack of a system that is sufficiently efficient for reacting to a situation like the one caused by the current crisis. Recent studies highlight the need for risk and emergency management plans, as well as systems of control and management of epidemics at ports (Liu & Chang, 2020). Guides, such as the one drawn up by the European Centre for Disease Prevention and Control (2020), which contains recommendations for designing a Port Management Plan covering operations in ports, bearing in mind COVID-19 prevention measures, may become essential for the sector's recovery.

Finally, it is worth mentioning the importance of digitization, since, in addition to being a challenge, it is a key to being able to address, in part, the problems described above. While it is true that the port industry has been characterised by being somewhat traditional, in recent years it has seen the improvements that can be brought about. According to a report by Deloitte and ESPO (2021), the introduction of technologies such as Internet of Things networks and remote and automated operations have enabled more efficient operations, improved environmental performance and improved safety, reducing the risk of accidents as well as the risk of transmission of infections during the COVID crisis.

3. Methodology

An exploratory type of research has been carried out through qualitative methodologies and using two techniques for data collection. On the one hand, a semi-structured interview was used to gather exploratory expert opinion. On the other hand, a documentary analysis (Bowen, 2009) was carried out through the strategic plans of the ports and destinations to complement and update the information gathered in the interviews. The use of various evidential resources, triangulation of data, seeks to corroborate, update the data (Bowen, 2009) and theory building (Glasser, & y Strauss, A., 1967).

3.1. Sample

Two types of sampling have been used which, in practice, are compatible with each other (Marshall, 1996). We started with a judgement sample framework such as geographical (at least two ports on the Mediterranean coast and two on the Atlantic Ocean), number of passengers (more than 100,000 per year), number of cruises per year, type of port or position held in port management (port authorities being a priority). As data was collected and theory was built, the sampling strategy evolved into the theoretical sampling methodology. Throughout this process, new themes emerged until theoretical saturation was reached.

Different ports were chosen in order to contrast the strategies being followed in terms of cruise tourism. Seville was chosen due to its status as an inland port with access to the Atlantic, prepared for luxury cruises, whereas Malaga is seeking to attract cruise companies to become a home-port and boost its participation in cruises. Barcelona, by contrast, is the peninsula's most important port and one of the most important in the Mediterranean. Ports of the Generalitat were chosen due to the positioning strategy which they have carried out for the luxury market; Cartagena, for its great dynamic nature and the work done in conjunction with different public administrations; Vigo, for its negative record in recent years, which is in stark contrast to the rest of Spanish ports. Finally, Santa Cruz de Tenerife, for the peculiarities which can be offered by the destinations located on the islands, as well as the former appointment of the port's commercial manager as president of MedCruise – the largest association of cruise ports in the world.

During the research, eight managers of different Spanish Port Authorities were interviewed. It is important to clarify the fact that in Spain ports are state-owned and organised by State Ports, a public business entity belonging to the Ministry of Transport, Mobility and Urban Agenda (Royal Legislative Decree 2/2011 of September 5, 2011).

The Port Authority represents, at the same time, the interests of the state ministry, the autonomous community (principal Spanish administrative region), the destinations town hall, as well as representatives of local groups, such as employers through their respective chambers of commerce, or the union representatives. Among their objectives, port authorities have to work in coordination in order to promote commercial and industrial activity with the surrounding territory. Therefore, this unique structure involves all the stakeholders and help to clarify the relationships between ports, cities, and destinations, all present at the 28 Port Authorities that manage 46 Spanish seaports.

Among the interviewees, 75% belonged to the Port Authority's Board of Directors at the commercial, business or managing department; another interviewee represented the General Direction of Ports of the Generalitat de Catalunya, because of its specific port management as "boutique port", and another to the Tourist Promotion Office of the Malaga City Council. As a fact to consider, 33.3% of the participants in this interview cycle were women. The set of interviews conducted has been done to ports that bring together more than 50% of cruise passengers from all over Spain. In order to identify the different participants of the sample and also to preserve the anonymity of the participants, the tool (Atlas.ti) has generated a system of codes composed of the letter "E" (interviewee) followed by a number (Table 4). Altogether, 8 semi-

Table 4
Coding of the participants of the sample.

Interviewees				
COD	ID	Cruise vessels 2019	Cruise passengers 2019	
E1	BCN	800	3.138.000	Port Authority of Barcelona. Ministry of Transport, Mobility and Urban Agenda
E2	CAT	–	–	Ports of the Generalitat. Generalitat de Catalunya.
E3	CART	167	250.000	Port Authority of Cartagena. Ministry of Transport, Mobility and Urban Agenda.
E4	SEV	95	21.000	Port Authority of Seville. Ministry of Transport, Mobility and Urban Agenda.
E5	MLG	–	–	Tourist Promotion Office. Malaga City Council.
E6	MLG	288	477.000	Port Authority of Malaga. Ministry of Transport, Mobility and Urban Agenda.
E7	TEN	511	1.486.000	Port Authority of Tenerife. Ministry of Transport, Mobility and Urban Agenda.
E8	VIG	71	142.000	Port Authority of Vigo. Ministry of Transport, Mobility and Urban Agenda

Source: Prepared by the authors.

structured interviews were carried out.

3.2. Instrument, procedure and analysis

The design of the interviews was based on four main blocks of open-ended questions: a first block, in which questions were asked about the features of the port and its activity as connected to cruise tourism; a second block, in which questions were asked about the main product on offer and complementary ones, as well as the promotional activity linked to these products; a third block, in which we sought to obtain information about the relations with the stakeholders at the destination and any joint action which was taken; and a fourth block of questions, which were aimed at finding out the main challenges for the port.

Regarding the conduct of interviews (Fig. 1), all carried out before the Covid-19 pandemic, participants were contacted by telephone to arrange the date and time of the interview. In the following months, the interviews were conducted in person and lasted between 45 min and 1 h while being recorded and transcribed. As mentioned above, the interviewing process ended when theoretical saturation was reached.

The analysis was conducted following the “Grounded Theory” as set out by Glasser, and y Strauss, A. (1967), which allows the establishment of theoretical hypotheses using the “constant comparative method”. These internal Grounded Theory procedures allow us to better capture the different approaches of the stakeholders interviewed (Hardy, 2005). However, it is important to clarify that, in this study, Grounded Theory has been used as a method of analysis, although the approach to the

research topic has been based on the case study tradition (Trend, 1978).

To perform the analysis, the content was encoded using an open coding strategy. Subsequently, the different coded incidents have been constantly compared until categories have emerged (Kelle, 2007). The different categories were grouped into three substantial theoretical constructs: cruise tourism development strategy, marketing strategies and future challenges for the port.

The categories that emerged from the interviews were then contrasted with those proposed in the literature, resulting in the following categorical structure:

- (1) cruise tourism development strategy: cruise port governance, stakeholders' relations, strategic responses to changes in the environment, such urban and infrastructure development policies
- (2) marketing strategies: product, promotion, price, market research, target market
- (3) future challenges for the port: sustainability, security & safety, others as seasonality and digitalisation.

Subsequently, a documentary analysis was carried out which consisted of a systematic review of the ports' strategic and tourism plans. As indicated by Bowen (2009), the analysis process consisted of searching, selecting, and synthesising the data. This analysis not only allows us to access additional data but also supports us in verifying findings. Accordingly, a proposal for port classification based on their strategies has been elaborated.

4. Results

4.1. The port-destination relationship and development strategies for cruise tourism

Regarding the port-destination relationship and the development of cruise tourism, the starting point can be identified as the transformation of the port in essentially three senses. First, the decision to attract cruise passengers by the tourist destination implies that the port has to change its infrastructure. In this way, extension and adaptation construction works are carried out to cater for large ships and the construction of the necessary buildings for managing the influx of cruise passengers. Second, the change of port functions to fulfil a tourist vocation also entails modifications of the activities allowed on port land. These changes, implemented to increase the areas used for the accommodation, and leisure and restaurant sectors at port territory, are promoted by the destination and based on its tourism strategy. Finally, in third place, the total integration of the port into the city as an attractive space for the visitor, which includes facilities of tourist interest such as museums. In general, the plans of most ports provide for the transfer of port areas to the city for public and tourist recreation. These strategies are observed in all ports, but with a greater development in ports such as Barcelona and Malaga.

E5:3 “In 2010, Terminal A was inaugurated, thus widening the perimeter of the port towards the sea where cruises dock in the port

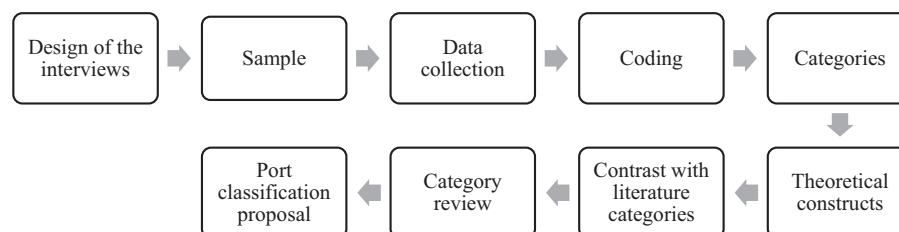


Fig. 1. Procedure of data analysis.

(Source: Prepared by the authors based on the methodological procedure of this research).

(...). In 2012 the *Terminal del Palmeral de la Sorpresa* was inaugurated, an urban planning by which the port was opened to the city and totally integrated into the urbanistic development with a pedestrian area and leisure and entertainment services both for passengers and the local population”.

In order to carry out these transformations, sizeable investment was poured into remodelling works, and, in addition, parts of the city were made available and became eligible for business projects. These actions, although they are of interest for the destination, are not always profitable for the port. Unlike Barcelona and Malaga, which highlight the advantages of these transformations, the cases of Vigo and Cartagena clearly indicate the difficulties for the return of investments.

E3:9 “The Port Authority makes huge investments in terms of the infrastructure required for attention to its customer, the cruise companies, but these investments are so large that it will be difficult to recover them in the medium term”.

Ports like Barcelona promote investment in conjunction with the private sector in such a way, that the co-responsibility may contribute to reducing the risk of investment not being recovered. However, this strategy has not been observed in the rest of the ports analysed.

E1:7 “(...) cruise companies invest in collaboration with the Port Authority to guarantee the berths for long-term periods, in such a way that the Port grants a licence for renting space within its property to cruise companies so that they carry out an important construction, such as Passenger Terminals, to be used exclusively by their companies”.

The relationship between the port and the destination depends upon the collaboration between different stakeholders. Formally structured institutional collaboration is established by the Spanish law of ports (*Royal Legislative Decree 2/2011 of September 5, 2011*), which includes the relationship between the Port Authority and municipal, regional and state organisms with responsibility for ports, urban development and tourism. There are also other forms of collaboration in matters that are not strictly part of port management. Regarding port-city integration projects, collaboration with stakeholders is observed in all ports, both in public collaboration with local councils and in the promotion of joint initiatives for revitalisation with local companies. It is the case of the Port’s Administrative Council and other entities, such as foundations and consortia, which were set up specifically to design and manage strategic plans for the city, tourism plans or other specific projects. An example from the Port of Cartagena:

E3:18 “The development of the project, *Cartagena Puerto de Culturas* brought the creation of a Consortium made up of the Community of Murcia, Cartagena City Council, the Chamber of Commerce and the Port Authority, in which all had voice and vote in the drawing up of strategies for the promotion of Cartagena as a destination”.

With regard to relations with the cruise companies, it is striking that the Barcelona plan makes express mention of the uncertainty of the continuing need to adapt infrastructures to the new sizes of ships, while the Vigo plan refers to the need to improve the capacity to negotiate with the shipping companies. This may be indicative of an unequal and non-cooperative relationship between the port and the cruise companies.

As far as port management is concerned, according to the Spanish law of ports, the Port Authorities in Spain are responsible for managing port operations (*Table 5*), planning and developing projects and raising funds, mainly national or European. However, the presence of ICTOs can be observed in some ports. In the case of Barcelona, the ICTO has invested in, built and currently manages one of the seven cruise terminals. While in the case of Malaga, an ICTO has recently invested with the acquisition of 20% of a cruise terminal.

Therefore, the port-destination relationship represents another change in the historical port-city relationship, implying a modification of infrastructures and port uses to adapt it to cruise tourism, as well as the general opening-up to leisure and tourism. This transformation, and the ensuing management of ship operations and cruise passenger flows, entails new needs for public and public-private collaboration that takes place both in a legally formalised and in an unstructured manner.

4.2. Marketing strategies

As regards marketing strategies, first the external factors, linked to market and competition, are analysed, before going on to focus on internal features that are essentially related to promotion strategies and the adaptation of the port to become part of the cruise product.

Concerning the ports’ knowledge of markets, it is worth pointing out that only two of the ports studied (Port of Barcelona and Port of Cartagena) have recent data about the preferences of consumers as far as the services in port are concerned. Studies are designed based on the need for information of each port, with no common criteria existing in these studies.

Most ports are aware of the increasing competition that exists in the Mediterranean and the emerging development of the Asian market, but rather than a threat, they see it as an opportunity for improvement.

E2:4 “competition among different ports is increasing in the Mediterranean, but the more the competition, the greater the advantages there are, as they can feed back each other (...) and new cruise ships are still being built, there is room for growth in the volume of business, although it is likely that growth may not be in the Mediterranean, but rather in Asia”.

Some ports have even mentioned their strategy as including the collaboration with competitors in order to strengthen their position in the market. This is the case of the “Suncruise Andalucía” (*Suncruise Andalucía, 2022*) an association formed by the Andalusian Ports of General Interest and the Public Ports Agency of Andalusia, which have

Table 5
Review strategies port-city for cruise tourism development of the analysed ports.

Category	ID	BCN	CAT	CART	SEV	MLG	TEN	VIG
Cruise Port Governance models	CPG-Leader	o		o	o	o	o	
	CPG-Investor	o				o		
	CPG-Mark		o					
	CPG-Passive		o					o
Stakeholder relations	SR-Public-ports	o	x	o	xo	xo	x	x
	SR-Public-City	xo	x	xo	o	xo	xo	x
	SR-PuPriv-LB	o	x	xo		x	x	xo
	SR-PuPriv-Cruise	xo		o	o	x		o
	SR-Power	o		x				o
Strategic responses to environmental changes	SRCE-Infr-Cruise	o	o	o	o	o		
	SRCE-Infr-City	o	o	o	o	xo	o	

Source: Own elaboration.

x: Information extracted from the interviews.

o: Information extracted from the strategic plans of the ports, official ports websites and Tourism Strategic Plan.

joined forces to promote themselves collectively, or the ports that are part of brands such as Med Cruise (Barcelona), Atlantic Ports (Tenerife) or Boutique Ports.

E6:8 “In recent months we have reached an agreement for a joint promotion with the Port of Santa Cruz de Tenerife, in which the company, which operates in both ports, will obtain a discount of 40% in port fees”.

The market will determine the creation of tourist products in the ports. These tend to have a series of common features, but also some aspects that differentiate them from the above-mentioned competition. That means, as was mentioned in the previous section, a constant need for investment which does not always reap the expected returns.

As regards the positioning strategies employed, we observe diversification strategies within the cruise product itself, such as the case of Malaga, which has adapted one part of its installations for large cruise ships and another part for smaller luxury cruise ships, functioning as a “boutique port”.

Cartagena also favours the diversification of its offer; however, it targets a different agent from the cruise sector, as they do not generate enough income to be financially viable from that one source of business.

E3:3 “12 consignees are located in Cartagena, working with different types of maritime transport that dock in the Port, only two of which work exclusively with cruise ships, as they would not be financially viable”.

While ports of a more touristic nature, such as Puerto Santa Cruz de Tenerife, have sought to strengthen cruise tourism by investing to improve the infrastructure geared towards the tourist.

As opposed to this policy for attracting large cruise companies, there are those ports, for example some of the ones from the Generalitat, which favour small luxury companies that are less demanding with the services provided on land, and that therefore require less investment in infrastructure.

E2:10 “Regarding on-land services, the authorities have not received requests for investment. Cruise companies have not requested increases in the investment in this type of ports either (...) The image which differentiates them is that the ship docks right in front of the destination”.

Another of the strategies for strengthening links with the destination, are investments to connect the port with other means of transport. In the case of Barcelona, Malaga, and Santa Cruz de Tenerife, that intermodality has centred on connecting the airport with the port. In the case of Barcelona, this connection has the additional aim of promoting and creating new routes.

E1:8 “The Port of Barcelona is strongly linked to Barcelona Airport, in such a way that their collaboration promotes the creation of long-distance routes, which may be of interest to possible passengers of cruise companies, so they have to be compatible with the docking dates of the ships”.

The promotion of cruise tourism by ports is normally carried out in conjunction with the destinations at fairs or events pertaining to the sector, but in the case of some ports, for example Malaga, the promotion is done directly with the cruise ship companies at their offices or headquarters.

E5:5 “Malaga has been the pioneer for carrying out institutional promotion strategies directly with cruise companies, involving other institutions and stakeholders seeking to improve the offer of cruises. Joint presentations were given to the boards of cruise companies which could use Malaga as a port of call or as a homeport”.

In this sense, Spain is experiencing products that are highly diversified when it comes to what ports have to offer. Similarly, the collaboration between port and destination is particularly evident when it

comes to carrying out promotional activity.

In addition to the information provided in the interviews, information has been collected from other sources (Table 6). This has allowed us to identify that most ports apply a positioning strategy based on selective specialization (SSC). However, ports with a greater investment capacity, such as Malaga, Tenerife or Barcelona, allow them to target a wider variety of market segments (SSS and FM).

Regarding product development, most ports indicate an interest in developing their infrastructures to increase their capacity, except for the Port of Barcelona, which will invest in making the operations linked to these infrastructures more efficient. Also, in relation to infrastructure and the various investments needed, there are cases such as Vigo, which despite having lost market share in the cruise sector and not being profitable for the port, indicate the need to make investments with the help of private funds because of the benefits that this sector brings to the destination.

In terms of promotion, all of them are present in social networks (CSO), however, not all of them carry out offline promotion actions such as attending fairs (CSOFF). For example, in the case of the ports of Seville and Cartagena, these have not been detected as prominent strategies. As for the way in which these promotional campaigns are carried out, although it is true that many of the ports carry out joint actions with the destinations, not all ports operate in this way. This situation is evidenced in two cases on the one hand in the port of Vigo where no specific collaboration is mentioned and, on the other hand, in the Port of Barcelona where this lack of collaboration is explained, as indicated in its tourism plan, by the lack of spaces for dialogue between the city council and the port.

Finally, it should be noted that not all ports give the same importance to the promotion of cruise tourism. This is the case of the Port of Seville, which barely mentions its cruise activity in the port's strategic plan, although it does appear in the destination's strategic plan as one of the destination's priority niches.

4.3. Challenges for the port

Regarding the challenges facing the ports there is a certain heterogeneity of issues that can be grouped together in three categories (Table 7): sustainability, risk management and other challenges (seasonality and digitalisation).

Regarding sustainability, the issues are mainly linked to environmental matters – noise and visual impact, waste management and, particularly, pollution.

E3:17 “the companies themselves use a type of fuel which pollutes less in the ports than the type used when sailing (...) The noise they cause is not excessive compared to other logistics vessels that are docking”.

Another feature related to sustainability in the economic and social sense has also been detected, with issues related to the permanence in the city because of being a port. Most ports have social sustainability measures (Sust- social) in place (employment, integration of vulnerable groups, cultural or sporting activities, etc.), some of which are highly structured with Social Responsibility plans (Cartagena) or social action strategies (Santa Cruz de Tenerife). The integration of the Sustainable Development Goals (SDG) (Malaga), the Green Port strategy (Vigo), the development of climate change (sust-clima) vulnerability plans (i.e. Barcelona, Cartagena) or the integration in the ECOPORT Network (Seville) are examples of measures that favour a global vision of sustainability. Other specific environmental sustainability measures (sust-environment) refer to the recovery of species and ecosystems (Vigo, Seville), forest improvement (Cartagena) or ecological corridors (Santa Cruz de Tenerife).

As regards risk management, it is practically monopolised by security issues, for example, the presence of the state's security forces, the hiring of security staff or the implementation of measures to combat

Table 6

Priority marketing strategies of the analysed ports.

		BCN	CAT	CART	SEV	MLG	TEN	VIG
Market research	NA	x o		x				o
	SSC		x	o	o			o
	SSS					x	o	
Target market	MAS							
	SS							
	FM	x o						
Product strategies	PP/ PV	x o		o		x o	x o	o
	DS	x o	o		x o	x o	x o	o
	CLD	x o		o		x	x	o
	CV	o				x	x	
	CSOFF	x		o		o	o	o
Promotion strategies	CSON	o	o	o	o	o	o	o
	COO	o	x o	x	x o	x o	x o	
	B2B	x	x	x	x	x	x	x

Source: Own elaboration.

x: Information extracted from the interviews.

o: Information extracted from the strategic plans of the ports, official ports websites and Tourism Strategic Plan.

Table 7

Strategic responses to the challenges facing ports.

Category	ID	BCN	CAT	CART	SEV	MLG	TEN	VIG
Strategic responses to risks and challenges: Sustainability	Sust-clima	o	o	o		o		o
	Sust-waste			o		o	o	
	Sust-air	o	o	o		o	o	o
	Sust-Fuel	o	o	x o		o	o	o
	Sust- Energy	o	o	o		o	o	o
	Sust- environment			o	o		o	o
	Sust- social	o		o	o		o	o
Strategic responses to risks and challenges: Safety and security	SafeSecur-Emergency	o			x o		x o	x o
	SafeSecur-Health	o				o	o	
Strategic responses to risks and challenges: Others	SRRC-Seasonality	x		x				
	SRRC-Digital	o		o	o			o

Source: Own elaboration.

x: Information extracted from the interviews.

o: Information extracted from the strategic plans of the ports, official ports websites and Tourism Strategic Plan.

smuggling, deal with immigration, etc. Other measures, which have been put in force, are designed to reduce risks for people and goods.

E7:12 “Many of the security measures put in place at the port minimise the risks associated with the movement of people and goods in an area with a high volume of transit (...) so the Port

Table 8

Proposal for the classification of ports according to port-city strategies.

Port-destination cooperation and marketing	Saturated / Global city port	Consolidated/Medium city port	Developing/Growing	Incipient/Passive
Stakeholders	Highly integrated local businesses Port and destination managers: mismatch (growth vs. constraint) ICTO manages at least one terminal	Integrated local businesses. Port and destination managers: cooperate in the same direction. ICTO entry: partial investor TO manages at least one terminal	Growing integration of local companies Port and destination managers: cooperating in the same direction No ICTO representation	Incipient integration of local companies Port and destination managers: incipient or non-existent cooperation No ICTO representation
Cruise infrastructure strategies and port-city uses	Cruise infrastructures: large scale Expansion of port uses towards tourism: consolidated and diversified offer. Port-city opening. Integration completed and projects for the transfer of space to the city.	Cruise infrastructures: medium scale Expansion of port uses towards tourism: offer in the process of consolidation. Port-city opening. Integration completed	Cruise infrastructures: medium scale Expansion of port uses towards tourism: offer little developed. Port-city opening. Integration in development and projects to improve the port environment.	Cruise infrastructure: small scale Expansion of port uses towards tourism: undeveloped Tourism investment planning and port-city synergies
Marketing strategy	Global marketing strategy Product-service strategy: Improving quality and efficiency Positioning strategy: Total	Diversified marketing strategy Product-service strategy: Increasing reception capacity and improving accessibility. Positioning strategy: Diversified in various segments	Segment marketing strategy Product-service strategy: Increased carrying capacity or improved accessibility. Positioning strategy: Segment-oriented	Passive marketing strategy Product-service strategy: Intention to introduce improvements Positioning strategy: Segment-oriented
Investment Port	High Barcelona	Medium Málaga Santa Cruz de Tenerife	Medium Sevilla Cartagena	Low Ports de la Generalitat Vigo

Source: prepared by the authors.

Authority has, developed preventative and safety actions along the whole perimeter and facilities of the port”.

Another of the strategies noted in the plans are those related to digitalisation, integrating technology in all the port's processes (Port 4.0). In this area, cybersecurity strategies are directly related to risk management.

Finally, the interviewees mentioned seasonality as another of the common problems encountered by all ports and even though action has been carried out to ease the problem, it is still a challenge to be faced. In some cases, the geographic characteristics of some port-destinations determine the yearly seasonality. In other cases, the challenge is the weekly seasonality of the cruises, with operations being concentrated at weekends. However, bearing in mind the other challenges which came up, this one is considered being of less relevance.

5. Discussion

The results show that the categories identified in the literature review are applicable in the Spanish ports analysed to identify and classify the main cruise tourism strategies from a port-destination point of view (Table 8).

In this regard, in relation to port management, all Port Authorities (PAs) have an active role in the management of port operations, planning and development. However, there are some differences with respect to the models proposed by Pallis et al. (2019) or Verhoeven (2010). The size of the port is not decisive in establishing this leadership, as large and small ports can have an active PA leader or entrepreneurs. The presence of ICTOs or TOs is also observed in ports with active leader or entrepreneurial PAs (Pallis et al., 2019), although they play an even smaller role in Spanish ports, and therefore ports cannot be categorised according to them. ICTOs have only been located in two of the ports analysed (Barcelona and Malaga) and their role covers a small part of the operational management related to cruises. The presence of TOs has also been observed in other ports (e.g. Vigo, Malaga), but in all cases, they always operate under the control of the PA.

As far as collaboration is concerned, it can be stated that there is a clear will to collaborate on the part of ports, town councils, tourism managers, chambers of commerce and business federations, which is manifested in the Joint Cruise Forums or Commissions.

Based on the results, three levels of management can be distinguished (Table 8): (1) the internal level of port management, where the Port Authority itself integrates local public entities (such as city councils) and private entities (such as Chambers of Commerce or Trade Unions) in its board of directors; (2) external port-city level, where other collaborations are established with local public and private entities which may be structured (around a project or an organisation) or unstructured (collaborations in specific activities); (3) external port-international level, where alliances are established with other ports and participation in networks specialised in cruises, on different scales, from regional to international.

These co-operation mechanisms between the stakeholders are essential for strengthening the position of ports in a market that is more and more competitive (Pallis & Vaggelas, 2019; Pantouvakis et al., 2010; Parola et al., 2016). In addition to alliances, ports must apply diverse differentiation and positioning strategies for the product to strengthen their market position against competitors (Parola et al., 2018).

With a view to balancing the power relations with cruise companies (Klein, 2005; Klein, 2008), ports try to strengthen their position by increasing co-operation one with another in international networks such as “MedCruise” or “Cruise Europe”. In addition to creating regional networks like “Suncruise” in Andalusia (Spain), which included all the ports of the region, or “Cruises Atlantic Islands”, which comprises the Canary Islands (Spain), Madeira (Portugal) and Cabo Verde, all in the Atlantic Ocean. Establishing these cooperation networks between ports

is of key importance in a global market highly concentrated in few business groups (Parola et al., 2018). This cooperation can help increase the negotiation capacity of ports vis-à-vis cruise companies.

In terms of marketing strategies, we can distinguish four different strategies (Table 8) reflecting each port's economic capacity and demand characteristics (Pallis & Vaggelas, 2019). On the one hand, a global marketing strategy based on a high investment capacity, which applies improvements in the product-service to increase its quality and carries out a positioning strategy in all market segments (Parola et al., 2018), which is the case of the port of Barcelona. As the main port in the Mediterranean, Barcelona is an example of a successful strategy for the promotion and development of cruises in a tourist destination. As pointed out by Garay Tamajón and Cánoves Valiente (2012), this success is thanks to the promotion of the destination in addition to having already invested the necessary capital to remodel the port's facilities. However, there are areas where more work needs to be done, such as the relationship with the city council, where a total lack of communication between the city and the local government has been identified.

On the other hand, a diversified marketing strategy has been found, with medium investment power, based on product-service development to increase market share and accessibility and a diversified positioning strategy in various segments (Parola et al., 2018). This is the case of the ports of Malaga and Tenerife which, like Barcelona, have upgraded their facilities to meet the needs of cruise companies and their passengers (Urbanyi-Popiolek, 2019). This includes the improvement of services offered adapting to the demand (Pallis & Vaggelas, 2019) and the adaptation to growth in ship size with bigger and better passenger terminals (Gračan, 2016).

A segment marketing strategy is also identified (Parola et al., 2018), with a medium investment power that allows them to carry out infrastructure improvements to either improve their reception capacity or improve accessibility to the port and that is oriented to a market segment. The ports of Seville, Cartagena, Ports of the Generalitat could be included in this category, although with somewhat different strategies. Thus, while Cartagena specifies the promotional actions it is carrying out in the field of cruises, the port of Seville and Ports de la Generalitat barely mention the actions they are carrying out in this respect.

Finally, a passive strategy has been detected, in which, having almost no investment power and despite having the intention of improving the product-service, it remains on standby. This is what happens in the port of Vigo which, although it has a very complete strategic plan, no investments are made in the cruise sector because, as several authors point out (Gui & Russo, 2011; Klein, 2005, 2011), investments aimed at adapting ports to cruise activity do not generate benefits in all cases.

This classification confirms the idea that port strategies have been conditioned by the itineraries in which they are included (Rodríguez & Notteboom, 2013). The major challenge remains the transformation into a homeport (Bagis & Doms, 2014) to ensure higher revenues from both cruise companies (fees, suppliers, etc.) and cruise passengers (overnight stays before and after the cruise). Most of the ports studied have no real possibility of becoming a homeport due to the lack of the necessary air connections. Cartagena and Vigo have hardly any flights, and even fewer international flights, while the port of Seville does not lend itself to becoming a homeport. Malaga and Santa Cruz de Tenerife are trying to increase the percentage of homeport calls, but the proximity of other ports makes market penetration more difficult.

In terms of future challenges, sustainability remains one of the most relevant challenges for the cruise industry. However, as has been identified in the specialised literature (Wondirad, 2019), there is a certain bias towards environmental sustainability leaving the social and economic axis in the background. In this sense, the actions that ports are carrying out to reduce the environmental impact stand out fundamentally. Despite this, social responsibility or social action measures also appear in the cases studied, as well as measures with broader and more global objectives, such as those related to the SDGs and vulnerability to

climate change (Table 7). It is to be expected that these issues will increase their presence in the coming years.

Seasonality continues to emerge as a challenge, but the health crisis has brought in wider concerns. The safety of people and goods appears as another of the challenges for ports both now and in the future. It is worth pointing out that, given that the fieldwork was carried out before 2019, the answers do not reveal any concern about the crisis caused by COVID-19. Nevertheless, a review of documentation and port websites shows the adoption of protocols for action in the face of contagion. Therefore, health security has remained one of the priority issues for the sector's work at present and in the future (Liu & Chang, 2020). Finally, digital transformation, especially in the field of cybersecurity, is gaining relevance in terms of measures adopted in the ports analysed and can be expected to continue to develop.

6. Conclusions

The academic literature on cruise ports is very heterogeneous, appearing in a dispersed and segmented way. For this reason, on the one hand, the article proposes a structured approach to the existing literature on the strategies that have been applied in ports regarding the development of cruise tourism and its relationship with tourist destinations. On the other hand, the analysis of the interviews and document analysis has contributed to the generation of substantive theory. This has allowed us to address and answer the research questions originally formulated. On the one hand, the port-city strategies carried out in the ports have been identified, with a special focus on collaboration strategies and marketing strategies. On the other hand, a classification of the ports has been proposed according to the port-city strategies that consider the peculiarities of the Spanish case. Finally, the challenges of the ports in relation to the cruise sector have been detected.

From a theoretical point of view, this research enriches existing management models (Pallis et al., 2019) because it proposes a model that, on the one hand, is adapted to cruise tourism from the port-destination approach, on the other hand, includes more classificatory categories that allow us to analyse port-destination strategies in greater depth, and, finally, offers a snapshot of the state of development of ports in this area. In addition, a systematic analysis tool is proposed which can be used to address other case studies.

Furthermore, from a practical point of view, a model for classifying ports according to their port-destination strategies in the cruise sector is proposed. This can be a useful tool for finding out the strategies that have been implemented in this area in different types of ports. It also serves to carry out a diagnosis and identify strategic weaknesses and strengths, which will subsequently allow us to design corrective actions in these ports.

As for the challenges detected and the measures to address them, they will allow ports to design strategies to face the problems that may arise in the future related to sustainability, security and safety and digitalisation. Moreover, the development of these strategies can be a source of innovation and a competitive advantage over other ports.

This study was limited to some particular Spanish ports and, consequently, although they are a sufficiently heterogeneous sample, it would be interesting to extend the interviews to other ports. That would facilitate a greater understanding of the evolution of port management for cruise tourism and the abovementioned challenges. Interviews could even be carried out with the port authorities of other cruise markets in order to compare them and learn from their strengths.

This would make it possible to confirm the importance and prevalence of the challenges detected at the ports that were studied and how they are being tackled. In addition, since it is a question of port-destination management for cruises, it would be recommendable to check that the results obtained are applicable at other international destinations and, consequently, transfer the best practices recorded. Finally, it would be of interest to gather the versions and visions of cruise companies to contrast them with the results obtained at the ports.

CRedit authorship contribution statement

Clara Martín-Duque: Conceptualization, Methodology, Data curation, Formal analysis, Writing – original draft, Writing – review & editing. **Yolanda Romero-Padilla:** Conceptualization, Data curation, Formal analysis, Writing – original draft, Writing – review & editing. **Frank Babinger:** Conceptualization, Writing – original draft.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Acknowledgments

The authors would like to thank the assistance received from the Faculty of Commerce and Tourism of the Complutense University of Madrid in order to translate the paper, as well as the translator itself.

We would also like to thank the participation of the interviewees that has allowed us to know in depth the reality of the Spanish ports in relation to cruise tourism.

The article is based on the research project “Aportación socio-económica de la actividad crucerística en España” financed by the Santander-Universidad Complutense de Madrid programme, reference PR26/16-20331.

The funding sources had no other involvement, in particular for the conduct of the research and the preparation of the article.

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