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INFLUENCE OF CRUISE SHIPPING ACTIVITIES ON PORT PERFORMANCE

A CASE STUDY OF THE PORT OF MOMBASA

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ABSTRACT

Cruise shipping industry in the world is a new segment that has distinguished itself over the years through a constant increase in passenger flows and vessel sizes, representing the fastest growing business in the leisure and tourism industry. The market drivers of the contemporary cruise industry are similar to those that fostered the growth of tourism after World War II, particularly the rising affluence of the global population and the growing popularity of exotic and resort destinations. The cruise industry, thus, presents an illusion of diversity with the bulk of the market firmly in the hands of large players. The cruise industry over time became oligopolistic as high levels of concentration emerged. Although the penetration into new markets occurs through alliances and collaboration with local brands, there is a dominant power of the cruise companies and a concentration of itineraries, leading to the overload of a small number of ports, whether homeports or ports of call. The main objective of this study was to determine the influence of cruise shipping industry on port performance. The selected variables included port infrastructure, proximity to inland assets and terminal logistics as cruise determinants on port performance. The study adopted the theory of Spatial Integration Model and Any Port Model. The research methodology was a descriptive research design. The target population were middle level managers, transport and logistics staff and communications staff members from Port of Mombasa totaling to 53 members upon which a sample of 42memebers were selected for the study. Questionnaires with closed questions structured in a Likert Scale format, ranging from one to five was used as the main instrument of data collection. The study findings indicted that all the selected variables had a positive influence on port performance. Thus, the study recommended that a policy be formulated to enhance cruise activities at the port of Mombasa. Further suggestion on future was indicated

to use different settings with distinctive variables and use different measured variables to attests for the results.

Key Words. Cruise shipping, infrastructure, inland assets & terminal logistics

1.0 Background Information

There is a rising trend toward larger and more frequent cruise ships, showing the globalizing nature of the cruise industry which is described as a floating hotel (Biehn, 2016). Each ship hosts passengers of diverse nationalities with a wide range of services including hospitality, entertainment, and itineraries, which take place both onboard (concerts, theatres, activities, shopping, etc.) and inland (excursions, shopping, visiting historic sites, museums, etc.), under a controlled, safe, and pleasant environment (Hung & Petrick, 2017). Nevertheless, passengers desire to discover different opportunities, which may be offered also at the destination ports and not only on board. The cruise companies build their competitive offer by putting together passengers' tourist needs and the appeal of ports' brands, attractions, and inland assets, through relationships developed with several stakeholders such as port authority, logistic companies or tour operators (Hung & Petrick, 2017).

Cruise shipping industry in the world is a new segment that has distinguished itself over the years through a constant increase in passenger flows and vessel sizes, representing the fastest growing business in the leisure and tourism industry (Blas & Carvajal-Trujillo, 2014). Worldwide cruise demand increased between 2005 and 2015, involving more than 23 million cruisers (CLIA Europe, 2016) and concurrently the ships have become progressively larger, with a carrying capacity of upwards of 5,000 passengers and with more attractive, innovative and stimulating amenities. Indeed, cruise ships are managed as a mix of "hotels, resorts, and transportation" businesses and to define them as only one of these businesses is to minimize the complexity of a "floating combination" (Sun, Jiao, Y. & Tian, 2011).

Cruising has recorded a total economic impact of around $120bn, which includes: direct expenditure by cruise liners, that is, goods and services in supporting the cruise operations; passengers for shore excursions, pre- and post-cruise hotel stays, air travel and other merchandise at port of embarkation; crew members, who spend money in local destinations on retail goods and food and beverages; purchases by directly affected businesses and employees (CLIA Europe, 2016). According to Chen, Lijesen and Nijkamp, (2017) cruisers' expenditures are captured by the cruise liners on the purchase of services provided on-board ships (such as accommodation in the cabin, meals, entertainment, insurance and so forth), services in ports of call (such as port taxes that include passenger assistance in transit, luggage and hand luggage checks and the passage of passengers through metal detectors) and service taxes (e.g., mandatory tips). Thus, the cruisers' expenditure basket is a combination of cruise ship and tourism activities in the ports (such as restaurant, shopping, drinks at the mall in terminal infrastructures) and cities (e.g., meals, shopping, excursions, local transport, museums and so forth) (Chen *et al.,* 2017).

In Africa, scholars such as Gabe, (2016); Silvestre, (2018) have researched on the cruise shipping in some selected Ports in Africa especially for ports of call and indicated that cruise liners can promote the cruise industry towards on-shore excursions and the attractions on-board ships while moored at the quay. Some scholars (Petrick, 2014; Parola *et al.,* 2014; Penco & Di Vaio, 2014; Satta *et al.,* 2015) highlight that cruisers shipping in African Ports are affected by several factors related to the cruisers, such as expectations, motivations and satisfaction with previous cruises and experiences in other cities and ports of call of the same itinerary.

1.1 Cruise Shipping Industry

The contemporary cruise industry began in the late 1960s and early 1970s with the founding of the Norwegian Cruise Line (1966), Royal Caribbean International (1968), and Carnival Cruise Line (1972), which emerged as the largest cruise lines. The early goal of the cruise industry was to develop a mass market since cruising was, until then, an "elite" activity. A way to achieve this was through economies of scale as larger ships were able to accommodate more customers, as well as creating additional opportunities for onboard sources of revenue (Hung *et al.,* 2018). By the 1980s, economies of scale were further expanded with cruise ships that could carry more than 2000 passengers. The current large cruise ships have a capacity of about 6000 passengers, but the bulk of cruise ships are within the 3000–4000 passenger range. The market for the cruise industry was by then established and recognized as a full-fledged touristic alternative directly competing with well-known resort areas such as Las Vegas or Orlando (UNWTO, 2017).

The market drivers of the contemporary cruise industry are similar to those that fostered the growth of tourism after World War II, particularly the rising affluence of the global population and the growing popularity of exotic and resort destinations (CLIA, 2017). As described by Rodrigue and Notteboom (2013), the cruise industry has a very high level of ownership concentration, since the four largest cruise shipping companies account for 96% of the market as measured by the number of passengers (Carnival Lines, Royal Caribbean, Norwegian Cruise Line, and Mediterranean Shipping Company—MSC Cruises). High levels of horizontal integration are also observed, since most cruise companies acquired parent companies but kept their individual names for the purpose of product differentiation. For instance, Royal Caribbean Cruises, the world's second largest cruise company behind Carnival Lines, accounts for 24% of the global market serviced under six different brands such as Celebrity Cruises (which caters to higher-end customers) and Azamara Club Cruises (smaller ships servicing more exotic destinations with shore stay options) (Lekakou *et al.,* 2015). The cruise industry, thus, presents an illusion of diversity with the bulk of the market firmly in the hands of large players. The cruise industry over time became oligopolistic as high levels of concentration emerged. Although the penetration into new markets occurs through alliances and collaboration with local brands, there is a dominant power of the cruise companies and a concentration of itineraries, leading to the overload of a small number of ports, whether homeports or ports of call (Stefanidaki *et al.,* 2014).

1.2 Profile of the Port of Mombasa

The Port of Mombasa was, a main gateway to East Africa was first used by the colonial sailors as an-route to Africa. After colonization, Kenya Ports Authority was established in January 1978 as an act of Parliament, with the mandate to manage and operate the port of Mombasa and all the scheduled ports along the Kenya's coastline such as Funzi, Shimoni, Lamu, Mtwapa, Kilifi. In addition, the Authority also manages inland waterways and container depots such as Kisumu, Nairobi and Naivasha. The Port of Mombasa is one of the busiest sea port offering a connectivity to over 80 ports in the world. The port of Mombasa has a vast hinterland consisting of Kenya, Uganda, Rwanda, Burundi, Tanzania and other landlocked countries in the Eastern Africa. The port of Mombasa does not only handle transit, but also tourism and tourist related services as boosted by the rich historical sites found in Kenya as a whole (KPA Report, 2016).

2 Problem Statement

Most studies on literature of the cruise industry have shown the impacts of cruising flows on destinations (Lim, 2017; Dwyer & Forsyth, 20188; Abbruzzo *et al.,* 2014). Scholars have

broadly focused on passengers' expenditures (Gabe, 2016; Larsen *et al.*, 2013; Parola *et al.*, 2014; Penco and Di Vaio, 2014; Satta *et al.*, 2015). Other studies (Duman & Mattila, 2015; Lois & Wang, 2015; Chang *et al.*, 2016) aimed to analyze the economic behaviour of cruisers (with an emphasis on motivation, satisfaction and the likelihood of returning to the destination as factors significantly contributing to the defining and planning of itineraries among cruise liners. Further, some studies on cruisers' expenditure provide evidence that the total amount spent by cruisers visiting ports is much lower than for other tourists (Parola *et al.*, 2014; Penco & Di Vaio, 2014; Larsen & Wolff, 2016) and thus cruisers have not generally been recognized as high-yield tourists (Mescon & Vosikis, 2015) because they are usually categorized as tourists who spend less time compared to all other groups of tourists visiting the tourism destination (Larsen *et al.*, 2013; Larsen & Wolff, 2016). However, in this regard, the results of existing research are still conflicting and continue to be the subject of wide discussion; issues include the incompleteness of the data collected, mistakes made in talking to the wrong cruisers, the fact that cruisers who spend less money on the cruise could return to the tourism destination as land tourists (Gabe, 2016; Brida *et al.*, 2012; Satta *et al.*, 2015)

A study done by Jaakson, (2014) found out that with the significant drop in prices for cruise vacations, cruise lines are taking great care to find ways of generating revenue other than easily selling tickets, seeking various tactics to maximize on-board sales (Cruise ships are increasingly being promoted as destinations in their own right and not simply as a means of transportation or as floating hotels (Johnson, 2013). Cruise liners tend to encourage cruisers to spend more time and thus money on board and not in ports (Larsen and Wolff, 2016). Indeed, cruise liners have adopted solutions and initiatives to induce their customers to spend more time on board to improve their revenues from sources other than travel tickets (Vogel, 2011). The strategies adopted by cruise liners are oriented to increasing the time that cruisers spend on board during their cruise holiday (Vogel, 2011). Thus, the cruise ship is considered to lie at the heart of the cruisers' experience, but the cruise is also perceived by cruisers as "one package" composed of on-board amenities and on-shore services in European ports a finding that cannot be generalized in the African context, specifically Kenya (Pallis, 2015).

Other studies (Rodrigue & Notteboom, 2013) have only focused on the cruisers' overall satisfaction is relevant for the cruise liners in planning itineraries More specifically, there is a need to ensure high levels of on-board facilities, such as entertainment programmes, food and beverages, innovations, new culinary experiences, attractive itineraries (Chua *et al.*, 2017) and on-shore services, such as cruise terminal facilities, a welcome reception, shopping areas, security check and so forth. Scholars have only paid attention to the cruisers' satisfaction and measureing of value creation in the destination (McKee & Chase, 2013; Petrick, 2014; Brida & Scuderi, 2013; Satta *et al.*, 2015; Pallis, 2015).

However, the knowledge of the value, both monetary and non-monetary, "generated" by cruise ships' arrivals and number of cruisers and crews and its measurement have become relevantly studied in most ports in other parts of the world, (Penco & Di Vaio, 2014; Parola *et al.*, 2014), Africa still lags behind with less studies (Brida *et al.*, 2015; Larsen & Wolff, 2016). Other studies in the concept of cruise industry done at North American region, based on the economics of cruise tourism have only focused on the direct and overall impact of cruises on economic activities in the tourism destinations (Mescon & Vosikis, 2015).

The cruise tourism research remains quite fragmented and based on economic impact, studies done on cruise industry is still lacking (Sanz-Blas *et al.*, 2019). Regarding destination planning and attraction, cruise tourism research analyzed the residents' perception, the tourists and cruise passengers' crowd perception and satisfaction, the destination communities' driver and stakeholder interrelationships or the ports' strategies of carrying capacity and competitive factors (McCarthy, 2018; Pugliano, *et al.*, 2018). Studies highlighted the importance of ports developing marketing strategies to promote lengths of stay, the port terminals' factors that matter

to the cruise ships and passenger itinerary choice, such as the infrastructure, the integration of the port and city, the services offered, the experience of the "local flavor", the cultural capital, the local business socio-economic value and the revitalization of the ports, in order to increase the comfort of the embarking/disembarking which may be difficult to access and, thus, an unfriendly place, eliminating port choice (Jordan & Vogt, 2017: Karlis & Polemis, 2018). These studies therefore evident the lack of relevant studies on the same concept in Africa and therefore proposal of this study will be based on cruise industry and the influence on port development specifically at the Port of Mombasa.

3. 0 General Objectives

The main objective of this study was to determine the influence of cruise shipping activities on port performance, a case study of the port of Mombasa.

3.1 Specific Objectives

i. To determine the influence of port infrastructure for cruise shipping activities on the performance of Port of Mombasa.
ii. To find out the influence proximity to inland assets for cruise shipping activities on the performance of Port of Mombasa.
iii. To determine the influence of terminal logistics for cruise shipping activities on the performance of Port of Mombasa.

4.0 Value of the Study

This study will be valuable to the Kenya government, especially the maritime industry which has current be given some more forecast. The maritime industry in Kenya was considered on the major revenue generation during the early 1990 but the focus was later lost. This study will therefore be of more benefits to the Kenya government through the regulator, KMA on areas of policy formulation.

Further, the study will be more important to hoteliers operating at the Kenya coast and the Kenya as a whole. Since tourism industry is the only key income generation activity in the Kenyan coast, this study will create an awareness to hoteliers to have some unique features in the adjacent areas to the port of Mombasa since currently, cruise shipping has attracted the attention of many tourists across the world.

5.0 Literature Review

5.1 Theoretical Review

Theoretical review is a formulation done to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions in the study (Weick, 2014). Lynham and Susan, (2015) have depicted that theoretical framework introduces and describes the theory that explains why the research problem under study exists. The theoretical framework connects the researcher to existing knowledge. Having a theory helps one to identify the limits to the generalizations of the research study. A theoretical framework specifies which key variables influence a phenomenon of interest and highlights the need to examine how those key variables might differ and under what circumstances (Tavallaei, Mehdi & Mansor Abu, 2014). This research study was guided by Spatial Integration Model and Any Port Model.

5.2 Spatial Interaction Model

The spatial interaction model is a model that normally applied in various fields including trade, leisure activities and tourism. According to Rodrigue (2017), a spatial interaction is a realized movement of people, freight or information between an origin and a destination. This model focuses on tourism flow between or within the regions (Khadaroo & Seetanah, 2018). The potential of each seaport to become a hub for seaports tourism are revealed according by incorporating spatial interaction model between cruise activities, economic corridors and penetration of seaport via seaport regionalization.

Spatial interaction model is effective to explore, analyze and explain flows of people, goods or information over space. Therefore, it has been widely used to analyze migration flows, freight transport flows and trade flows (Kerkman *et al.,* 2017). In addition, this model may analyze the influence of spatial characteristics and characteristics of the transport network simultaneously (Bates, 2016). In general, spatial interaction models are formulated to predict flows of goods, information or person between zones. There are there main components involved in spatial interaction model including complementary, transferability and intervening (Rodrigue, 2017).

Based on the requirements for seaport tourism activities, it can be concluded that seaport activities are not limited to the sea-based activities but extended towards the inland. Therefore, the prospect of seaports to transform into tourist-based seaports will be evaluated from four main scope including cruise activities, support from intra-region or organizational infrastructure, inter-region economic or inland proximity and terminal logistical activities. In this paper, the application of this model will be used to predict the movement of tourist from point of origin to point of destination (the port of Mombasa).

5.3 Any Port Model

The Any port Model indicates three major stages of seaport development including setting, expansion and specialisation (Bird, 1984). At the setting stage, a seaport depends mostly on geographical factors. It is a key element of urban centrality and is classified as operating in isolation and performing as an interface between hinterland and foreland (Notteboom, 2015). During seaport expansion, the hinterland connection starts to develop to ease the proportional growth in maritime traffic. The integration of rail links with the seaport terminals are required to enable the seaport to access the inland area (Bird, 2014). During seaport specialization, numerous opportunities are created for other users to use the seaport's facilities such as housing and commercial development (Bird, 2014). The outcomes from global containerization and intermodals result in seaports becoming dynamic leading nodes in distribution networks. Notteboom and Rodrigue (2015) added an additional stage "regionalization" into the Any port Model, and it has attracted the role of inland terminals in seaport development (Monios & Wilmsmeier, 2016). The evolution of Anyport model and regionalization indicated the intermodalization as a key to component which distinguishes between the stages of integrating logistics. This model will be used to analyze the concept of terminal logistics on the port performance.

6.0 Conceptual Framework

A conceptual framework represents the researcher's synthesis of literature on how explaining the related phenomenon of the study. It maps out the actions required in the course of the study given his previous knowledge of other researchers' point of view and his observations on the subject of research (McMillan & Schumacher, 2016). In this study, the conceptual

framework has been drawn to illustrate the relationship between the determinants of cruise shipping (independent variable) and port performance (dependent variable).

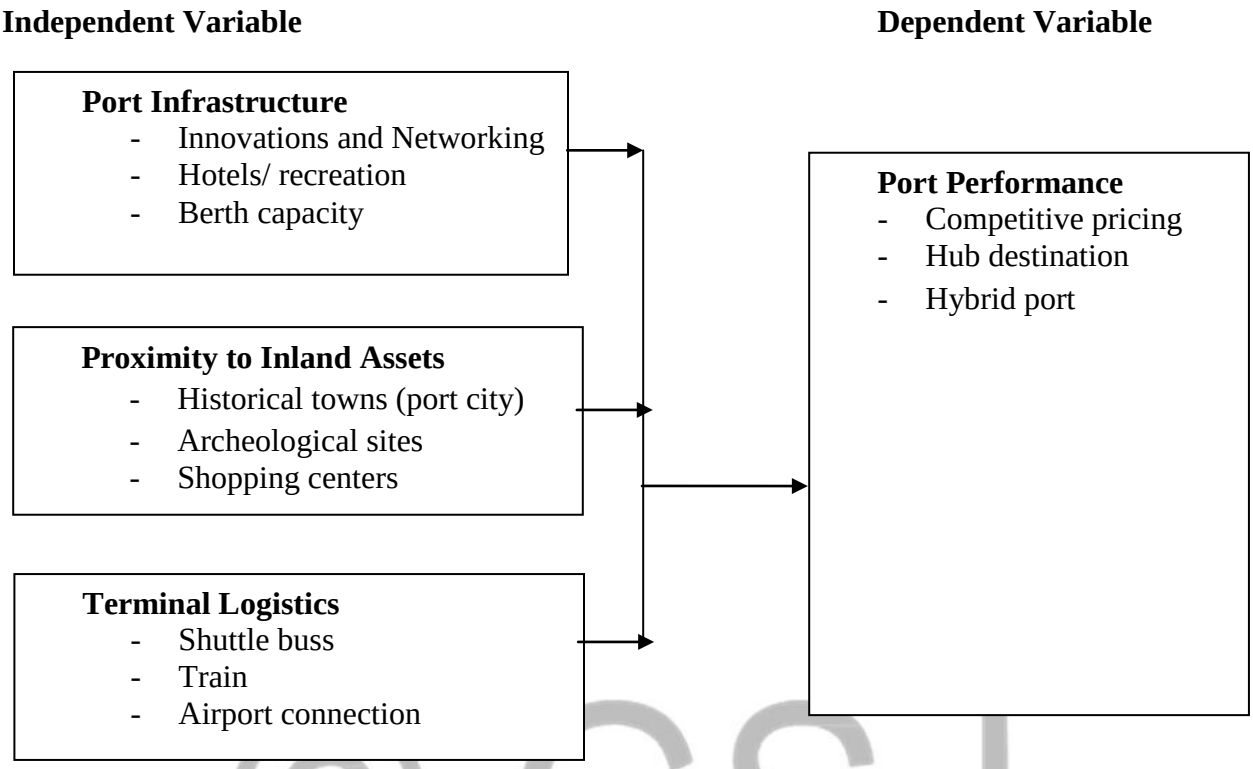


Figure 6.1 Conceptual Framework

6.1.1 Port Infrastructure

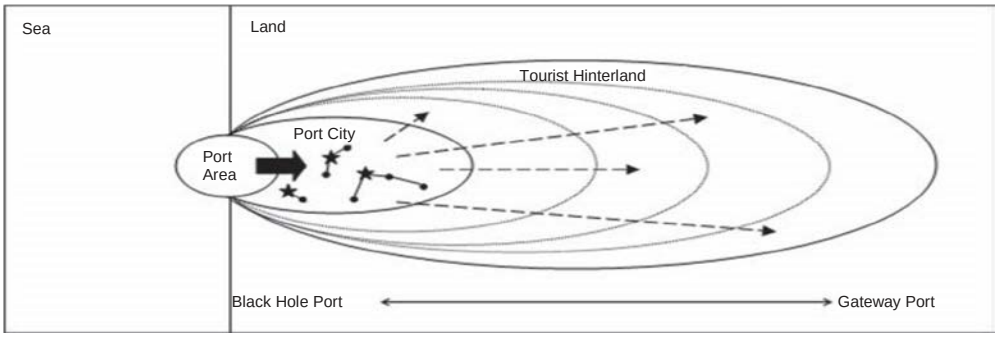
The contribution of tourism sectors has been encountered positive development especially in 2009, 2013 and 2015. On the other hand, changes of this industry have faced downfall especially on 2008, 2010, 2011, 2012, and 2014. Momentous innovation is required in tourism industry to ensure the contribution of this sector is equivalent compared to other industry such as mining and quarrying (MYR 98.2bn in 2016), agriculture (MYR 93.6bn in 2016), manufacturing (MYR 254.2bn in 2016), construction (MYR 50.4bn in 2016) and other services by MYR 594.0bn in 2016 (EPU, 2016). In comparison, total of tourist embarking and disembarking in Europeans seaports are more than 400m in 2016 (Eurostat 2017). The role of seaports has changed due to a globalized and deregulated environmental on port management (Robinson, 2012). Technological changes such as containerization and the development of intermodal logistic have made seaports a node in the supply chain network. As a result, seaports have become a network-based entity (Hall, 2015). The network concept has pushed seaports to develop their relationship with their hinterlands and regions for a collective benefit. Further, European Commission (2018) indicates that climate attraction, culture, ports cape and variation in seaport functions in seaports develop a mutualistic nexus between seaports and the tourism industry. Ports cape is defined as the ’overall visual impression of the built environment and nature scenery at seaports’ (Kato, 2014). Therefore, the seaport and harbours in a region can be used as a marketing/promoting tool for boosting the regional economic development. This strategy provides tourist, passenger or the vessel crew’s access to the seaports specially to enjoy the view of waterfront when the port infrastructure is improved (Kato, 2014).

Seaport tourism is referred to tourism activities in specialized seaports which has a well-established infrastructure to allow for the accommodation different tourists (Jugovic, 2016). The respective seaports need to be equipped with modern built, customs and immigrations procedures, organized facilities, equipment and activities for accommodation, location and maintenance of craft for nautical tourism, updated facilities with the purpose of providing relevant services to tourist in various activities and leisure navigation on sea, excursion activities to surrounding prominent and distinguish locations and restaurants to be involved in the seaport tourism (Sanz-Blas *et al.,* 2019). Although berth capacity has been found to outgrown the number of ships calls per day and become a major obstacle in many ports, seaport performance still depends on the improvement of the berth utilization by allocating the berth in those seaports for cruise and passenger vessels (MOT, 2017).

6.2.2 Proximity to Inland Assets

Cruise travel is a multi-destination trip model (Tussyadiah *et al.,* 2016) which is more complex than the mere experience in the vessel since the sum of the stops along the itinerary plays an essential role (UNWTO, 2017). The vessel itself could be considered as the main destination and the ports the gateways for entering the tourist hinterlands (Brida & Zapata-Aguirre, 2015). Focusing on understanding the ports as gateways, Lekakou *et al.,* (2019) delimit three geographical areas associated with the spatial boundaries and the degree of port attraction: the port area, the port city and the tourist hinterland which covers all the spatial area that can be visited. Nonetheless, the tourist hinterland of every port is different and dynamic. Previous studies confirm that the limited time is the most influential element regarding cruise passenger behavior within a destination, acting as a restrictive factor for visiting the tourist hinterland (De-Cantis *et al.,* 2016).

Along these lines, several categories of ports have been proposed depending on the distribution of cruise visitors across the tourist hinterland: from black hole ports, where the port city is endowed with iconic or primary attractions and, therefore, passengers do not have any interest in moving beyond this area; to gateway ports, where the only function of the port is to link between the ship and the tourist hinterland, since there are no attractions in the port city (Gui & Russo, 2016). Black hole ports are the ones which experience more intense congestion and overcrowding because their tourist hinterland is reduced to the port city area.



Source: Figure 6.2 Port City (Adapted from Esteve-Pérez, 2014)

Consequently, the inhabitants from these black hole ports might develop negative attitudes toward the cruise tourism phenomenon as a result of the filth, the risk of damage to monuments and historic heritage and the overcrowding of public spaces (Pinnock, 2014; Pino &

Peluso, 2015; Stefanidaki & Lekakou, 2014). For top cruise destinations and emerging ones, the concentration of cruise visitors in certain tourist sites represents one of the main concerns. These visitors have a limited period of time to visit the destination which generates an increased demand for a series of services (i.e. queues for transports, attraction sites and stores) and problems such as traffic jams, pollution and the erosion of historic heritage (McCarthy, 2003, 2017; Stefanidaki and Lekakou, 2014). This situation directly affects the inhabitants' lifestyle and should be carefully balanced (Klein, 2011; Pinnock, 2014; Pino and Peluso, 2015).

The stakeholders involved in the management of cruise tourism belong to both private and public sector groups (London & Lohmann, 2014; Papathanassis, 2017). They must coordinate their strategies, plans and actions to ensure that passengers have a satisfactory experience, to mitigate the possible negative impacts on the destination and to obtain the expected benefits for them all (Pallis, 2015). According to London (2010) and London and Lohmann (2014), these actors can be grouped into three categories: the cruise line stakeholders, the port side stakeholders, and the shore side stakeholders, those directly linked to port destinations (e.g. tourism policy makers, shore TOs, business companies and residents). Shore side stakeholders are involved in the provision of destination tourism services. Within this category of stakeholders, two groups are especially important in terms of management: local tourist policy makers, who are responsible for promoting the city to convert it into a homeport (departure port) or a call port (in transit port); and local shore TOs, who are responsible for both the turnarounds (boarding and disembarkation services) and shore excursions (Lopes & Dredge, 2017).

6.2.3 Terminal Logistics

Terminal logistics is the development of a seaport incorporating the support of a freight distribution center, and it ultimately leads to the formation of a regional load center network (Chen *et al.,* 2015). Terminal logistics represents a different dimension in seaport development whereby the efficiency of a seaport system is determined by the integration of the inland freight distribution system. Since a seaport represented a physical and functional link between the logistics and transportation networks, it needs to meet certain requirements in intermodal and landside links such as to access infrastructure and connectivity with the economic system of the hinterland (Sanchez & Tuchel, 2015). The existence of an intermodals via dry port provided infrastructure and connectivity from seaports to hinterlands. It also improved the physical and functional link between transportation networks in various locations.

Moreover, Jeevan, (2017) has indicated that the availability of intermodals also encourages the development of multimodal transportation along the economic corridor. The level of intermodal at any sea port is enhanced by a well-established railways connection. Therefore, the limited coverage of seaport regionalization may prevent the land transportation options to the passenger/tourist to enjoy the beauty and features in the hinterland (Jeevan, 2017). In addition to MOT (2017) has showed that limited access to the inland from seaports limit the progress of tourism sectors and preventing the development of seaport tourism industry in many ports. MOT (2017) further indicated that it is understandable that limited transport connectivity between inter and intra states affecting the complementary, transferability and intervening during the accessibility from seaport towards inland and vice versa.

Terminal logistics comprises six main themes including innovative, accessible, safe, sustainable, workable and enterprising (Notteboom, 2016). The introduction of tourism activity in seaports enhances the concept of sustainability, innovative and enterprising concept for terminal integration. Hence, to ensure the effectiveness of hinterland access, there must be a proper intermodal from seaport connectivity to the hinterland. Othman *et al.,* (2016) have indicated four main components including cruise activities, support from intra-region and inter-

region economic corridors as well as the evolution of seaport logistics connectivity. Through the inter-port cooperation between commercial seaport and cruise terminals, the seaport capacity, space as well as the facilities can be optimized to increase the number of cruise passenger in each terminal. The existence of intra-region economic corridor which consists through intermodal provides linkages of seaports to and from hinterland in each corridor. Therefore, the capacity of seaports to include another function in their cluster which is tourism can be executed via the linkages of seaport and hinterlands (Rahim *et al.,* 2014)

6.2.4 Port Performance

Ports have to meet some key requirements of cruise lines in order to be considered potential cruise destinations (ports of call). Indeed, the specific cruise sector structure implies that not every port can be suitable and included in this particular segment of tourism (Dia-Vaio & D'Amore, 2015). To be considered a port of call, there are some tangible requirements such as the existence of a cruise terminal or an alternative docking facility, docks of sufficient length, water of sufficient depth (cruise ships generally require between 8 and 9 m of water to operate safely), the possibility for cruise ships to turn around, a constant level of access regardless sea conditions, good facilities at the terminal or docking facility such as luggage handling space, gangways, parking area, airlift, customs area, waiting facilities, toilets, and information centers, and professional, qualified ground handlers such as inbound tour operators and transport operators (Whyte *et al.,* 2018). Competitive pricing is another important issue, as cruise lines focus on the balance per port when developing itineraries, taking into consideration excursion revenues, port fees, tugboat tariffs, taxes, and agency fees. Safety and security requirements represent another factor, as a port must be able to accommodate cruise ships and their passengers safely. Because of its international nature, the cruise tourism industry is subject to the mandates and guidance of the International Maritime Organization (IMO) which is responsible for establishing international standards for cruise ship safety, design, and construction (Whyte *et al.*, 2018).

Marti (2016) classified three port categories according to their position in the cruise itinerary, for which the investment required is different: the homeport (or turnaround), the port of call (or transit port), and the hybrid port. A port of call is an intermediate port where ships customarily stop for supplies, repairs, or transshipments of cargo. As it relates to the cruise industry, a port of call is a stopover destination included in an itinerary. A homeport (or turnaround) is the starting and/or ending point for a cruise itinerary. There are some major conditions that a cruise port must fulfil in order to become a home port. The first condition is the presence of adequate port infrastructure (operational depth at the dock, the length of the pier, the existence of a passenger terminal, etc.). The second one is the efficient provision of an extensive range of services to the cruise ship, the passengers, and the crew: security equipment, warehouse and baggage handling equipment, parking area for coaches, taxis, and private autos, supply provision, and ship repairs. The third condition is the connectivity with other transport modes, such as the existence of a well-connected international airport, the existence of a train station, and the connection of the cruise port with road networks. The fourth condition is the ability of the port-city to host the cruise passengers (Marti, 2016).

According to Bagis and Dooms, (2014), most cruise passengers choose to stay at the port-city prior to their embarkation or after their disembarkation from a cruise ship. As such the port-city must have the necessary infrastructures able to accommodate the cruise passengers. These infrastructures include hotels and restaurants. The hybrid port respects both sets of characteristics. The homeport is also referred to as a hub port although in the sense that its demand is very high (Bagis & Dooms, 2014). A hub port is a central location in a transportation system with many inbound/outbound connections of the same mode. The hub-and-spoke system

is growing as a result of the advent of large vessels in the cruise industry. Whereas, in the past, most vessels stopped over in all route ports, large vessels are only stopping at large hub ports where anchoring would be feasible. The ports may be classified into three categories depending on the role they serve within their regions: destination cruise port, gateway cruise port, and balanced cruise port (Rodrigue & Notteboom, 2017).

6.2 Empirical Review

The socio-cultural impact and the risk of cruise congestion are being discussed in academic research in spite of the increase in the global economic contribution of the cruise sector. According to the Cruise Lines International Association (CLIA) (2018), the combined direct, indirect, and induced contributions generated by cruise tourism were estimated to be $134 billion in 2017, showing an increase of 6.3% from 2016. Although the European Commission recognized the economic impact of cruise line activity and its contribution to the European Union (EU) economy (CLIA Europe, 2016). Studies showed that the economic benefits of cruise tourism are greater in homeports or turnaround destinations (Brida & Scuderi, 2013). Others revealed that, despite the existence of fees (docking and passengers) and revenue from visitor and crew expenditure on souvenirs, food, and shore excursions, the economic benefits are typically less than for land-based tourism, since stopover tourists spend on average 10–17 times more than cruise ship tourists (MacNeill & Wozniak, 2018).

According to Silvestre *et al.,* (2018), several port-cities are investing in order to fit the tangible basic requirements imposed by the cruise companies. Competition among coastal cities to be part of the cruise market is fierce; thus, a region/destination/port needs attractive, special, unique, or iconic characteristics to attract cruise lines and get cruise passengers from abroad. There are, therefore, important intangible requirements such as the destination's brand, reputation, and inland potential tourism attractiveness, where port-cities and local institutions should invest if they would like to be part of the global cruise circuit. Observing that trend, Rodrigue and Notteboom (2017) suggested that a next step will involve the development of new cruise.

The literature shows that many ports are undertaking investments in their berths, maritime stations, reception logistics, transportation, events, inland connections, and so on (Papathanassis, 2017). For the services and the infrastructures necessary for a port of call are different from those of a homeport, a destination, or a gateway, the cruise companies choose the port to touch and dock according to logistics and other factors. The competitive dynamics in the geographical area and the target customer see the cruise company building the cruise service from one side to pick up the opportunities of the chosen port's infrastructures, accessibility, positioning, facilities, cruise tariffs to dock, reputation, brand promotion, and popularity of the port's name. However, ports that decide to interact with and play a role in cruise tourism organize their assets and investments in order to match the cruise companies and the passengers' demand (Whyte *et al.,* 2018).

6.3 Critique of Literature Review

Regarding previous studies (MacNeill & Wozniak, 2018), economic benefits are not so evident as the cruise tourists tend to eat, sleep, and even book onshore excursions on board, as in some coastal towns the tours are organized to other nearby towns which are more historic or interesting. Cruise tourism may be an important development driver for port-cities, depending both on the operational profile of the market and on the domestic conditions, such as the size and facilities of the ports but the significant is limited (Stefanidaki & Lekakou, 2014). Particularly for places in a low economic context, the socio-cultural impact should also be a key factor to

consider before proceeding with big investment for cruise terminals or increasing the wharf dimensions to receive bigger vessels (Weaver & Lawton, 2017).

6.4 Research Gap

The research on cost/benefit trade-off is scarce, as the studies addressing environmental sustainability are still limited and far from being well established (Ramoa *et al.,* 2018). The debate on the major positive and negative consequences of cruise tourism is still not consensual in most venues of impact analysis, namely, environmental, socio-cultural, and economic. Both research and media show contrasting perspectives regarding the socio-economic benefits of cruises in general, whereby the benefits of cruise tourism are geographically concentrated in locations attracting excursions and tourist walks (Sanz-Blas *et al.,* 2019). Seminal studies emphasized the positive impacts while acknowledging the environmental costs and large asymmetries between the local benefits and national spillovers. However, some recent case studies such as Nanaimo in Canada (2018); Napoli in Italy (2019) have illustrated the importance of a "responsible cruise tourism" vision leading the port governance to handle the interrelationship with the community stakeholders in order to capture socio-economic benefits, there is still lack of relevant studies in the African perspective (Sanz-Blas *et al.,* 2019). In general, the literature shows that coastal residents and local businesses accept the coming of huge cruises ships as they bring economic development, although some studies also identified that, for the residents, the high expectations of potential—and sometimes promised—benefits from the cruise port were not met (Chen *et al.,* 2017).

The tourism industry influences and is influenced by sustainable development (Doran and Larsen, 2014; Marzo-Navarro *et al.,* 2015; Roe *et al.,* 2014; Rosalind Jenkins & Karanikola, 2014; Whitfield *et al.,* 2014), as much as the cruise companies represent one of the most important sectors in tourism, the cruise industry (UNWTO, 2016), which have their ships as potential sources of pollution and environmental impacts (Friends of Earth, 2019; Hall *et al.,* 2017; Lindgren *et al.,* 2016) thus, they also need to implement strategies focusing not only on profit, but also on the needs of the planet. Nevertheless, accurate studies on the local impacts of cruise tourism are still rare (Pugliano *et al.,* 2018) and the studies measuring the cost/benefit trade-off are still in their infancy (Weaver & Lawton, 2017).

7.0 Research Methodology

7.1 Research Design

According to Verschuren, Doorewaard and Mellion (2014), a research design is the master plan or a framework for action that specifies methods and procedures for acquiring the information needed to obtain answers to the research questions. Verschuren, *et al.,* (2014) has viewed a research design as the way the research is organized, the evidence to be gathered, where and how the findings should be interpreted. So as to develop the research design, research scholars contend that significant choices have to be made based on given rationale (Creswell, 2014). The descriptive research design was adopted for this study. According to Creswell, (2014), a descriptive research design is best in applied sciences because it depict the information from the respondents in their natural state. Further, a descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way (Shuttleworth, 2015).

7.2 Target Population

According to Neuman (2013), a population is a group of people or institutions that at least share one characteristic. Target population is the entire group of items or people from

whom the researcher is seeking to acquire the information relevant to the study (Cooper & Schindler, 2014; Kombo & Tromp, 2015). For this study, the total population were middle level managers, transport and logistics staff and communications staff members from the Port of Mombasa as illustrated in Table 3.1.

Table 3.1 Target Population

Designation	**Total Population**
Middle Level Mangers	15
Transport and Logistics Staff	20
Communications Department	18
TOTAL	**53**

Source: Human Resource Department, KPA (2019)

7.3 Sampling Design and Sample Size

Levy and Lemeshow (2013) define a sample as a representation of a total population enumerated for analysis. Consequently, Rossi, Wright and Anderson (2013) defines a sample as a carefully selected subgroup that represents the whole population in terms of characteristics. It is the process of obtaining information about an entire population by examining only a part of it. Further, Cooper and Schindler (2014) has stated that sampling is commonly used in inferential statistics to make predictions on the behaviour and make judgment for the entire population. This study used a stratified random sampling to arrive at the desired sample size.

On the other hand, Mugenda and Mugenda (2013) has offered different strategies that can be used to determine the sample size. For a small population a researcher may use census or sampling if the population is large. An appropriate sample size may be determined by the formula or percentage. In the use of sample percentage to get the desired representations, Mugenda and Mugenda, (2013) has indicated that a 50% - 59% is good, 60% - 69% while 70% - 90% is excellent. This study then adopted 80% rule in computing an excellent sample size as shown below;

Table 3.2 Sample Size

Designation	**Sample Size**
Middle Level Mangers	21
Transport and Logistics Staff	16
Communications Department	14
TOTAL	42

7.4 Data Collection Instruments and Method

Data collection refers to gathering specific information aimed at improving or refuting some facts on the concept of study (Kombo & Tromp, 2014). The main instrument for data collection was questionnaires; forming the primary source of data. For a better understanding, secondary data will also be used. Secondary sources will includes relevant textbooks, journals and previous research on the concept of procurement procedures and service delivery.

Bryman (2015) defines a questionnaire as a set of questions or statements that assess attitudes, opinions, beliefs, biographical information or other forms of information. According to Mugenda and Mugenda, (2013) questionnaires are best suited in conducting research study since it presents questions in a simple and easy-understandable manner. For this study, questionnaires were closed ended questions structured in a Likert Scale format, ranging from one to five. The questionnaires were issued on a drop and pick basis. Respondents will be given enough time to fill or respond to the questions as the researcher then pick them on a later date.

8.0 Data Analysis and Findings

8.1 Response Rate

The study targeted a sample size of 42 respondents (employees at KPA). On the same note, the researcher distributed 42 questionnaires whereby 36 of questionnaires were properly filled and returned. This represented 86% response rate which was characterized as excellent. Mugenda and Mugenda (2014) poised that a response of 80% - 99% is excellent, therefore the response was good for making analysis and conclusions on the main objective of this study which was to determine the influence of cruise shipping industry on port performance, a case study of the port of Mombasa. This commendable response rate was made a reality after the researcher made personal visits to remind the respondent to fill-in and return the questionnaires and giving the respondents ample time to respond to the instrument.

4.2 Response on Factors Affecting Cruise Shipping at KPA

8.2.1 Response on Port Infrastructure

The researcher postulated port infrastructure as a factor influencing cruise shipping. Respondents were asked to select on the scale ranging from 1 to 5 and the results are summarized in table 4.4.

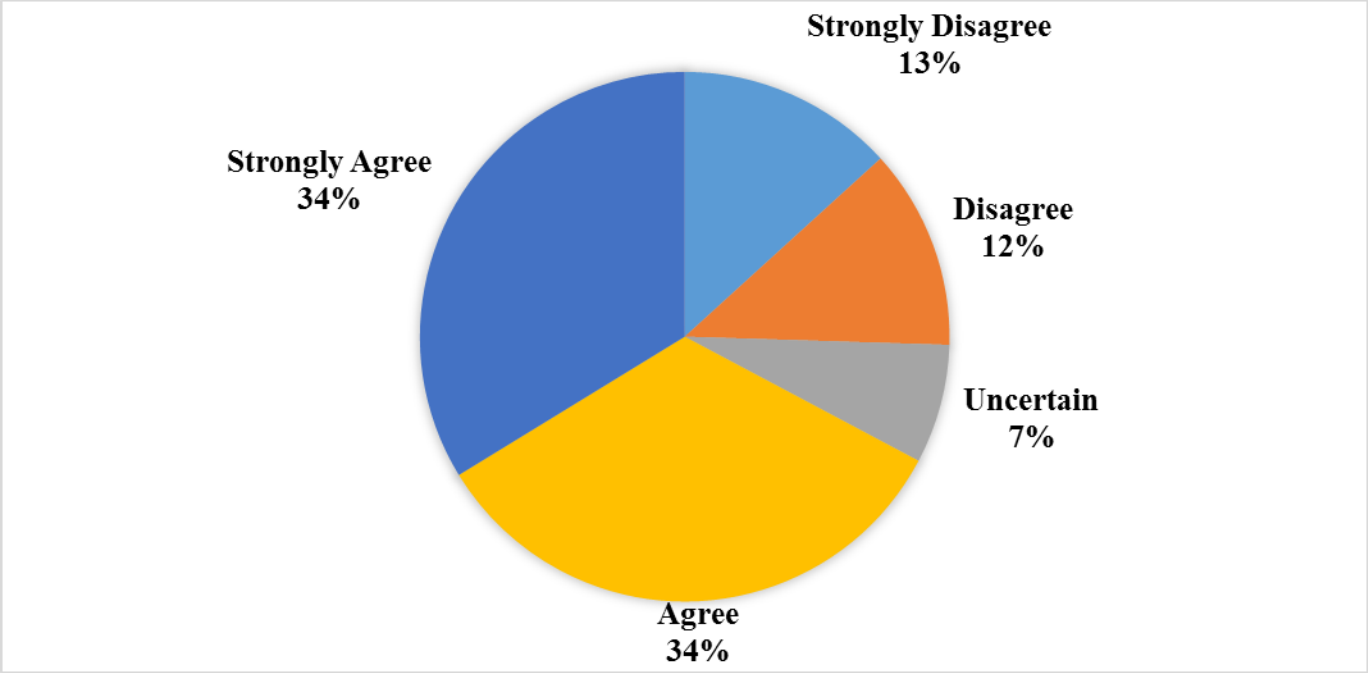


Figure 8.1 Response on Port Infrastructure

The findings show that majority of the respondents strongly agree (33.75%), agree (33.5%), strongly disagree (13.25%), disagree (12.25%) and those who were uncertain (7.27%) on the factors influencing cruise shipping at KPA. These findings were further illustrated in Figure 4.3.

8.2.2 Response on Proximity to Inland Assets

The researcher sought to determine the effect of proximity to inland assets on cruise shipping. Further, the researcher postulated questions on a scale ranging from 1 to 5 with leading questions and the findings are shown Figure 8.2

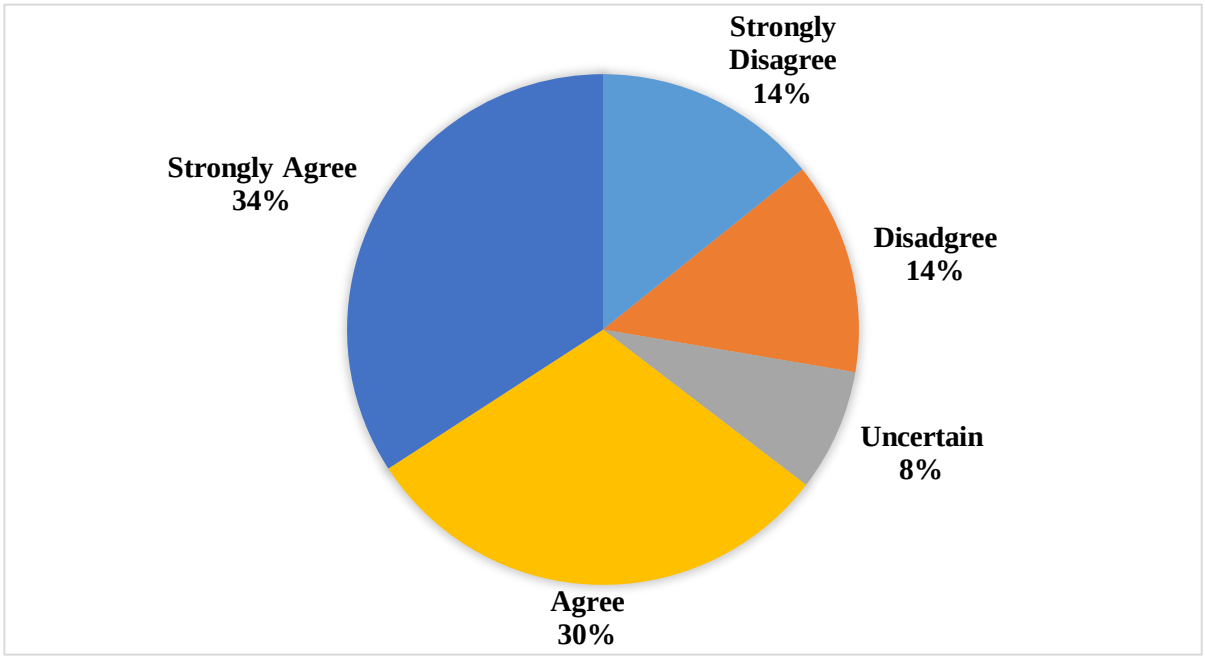


Figure 8.2 Response on Port Proximity to Island Assets

The findings on the response on the proximity to Island Assets has indicated that most of the respondents strongly agree at 34.25%, followed by those who agree at 30.5%. Those who strongly disagree were at 14.25%, while those who disagree were 13.5% and those who were uncertain were 7.75% of proximity on cruise shipping.

8.2.3 Response on Terminal Logistics

The third objective that the researcher sought to determine was terminal logistics on cruse shipping. Further, leading questions were formulated in a scale ranging from 1 to 5 and the findings are illustrated in the figure below.

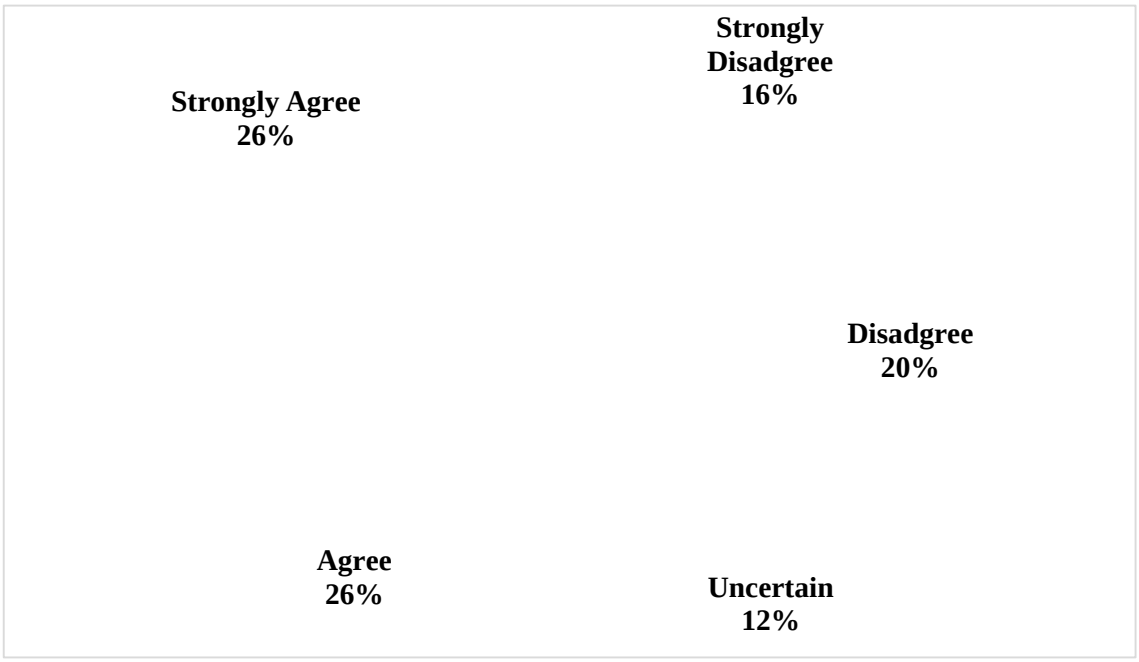


Figure 8.3 Response on Terminal Logistics

Based on the response of the terminal logistics, the findings showed that 15% strongly disagree, 20.2% disagree, 12% were uncertain, 25.5% agree while 26.4% strongly agree that terminal logistics influence cruise shipping at KPA. The findings were further illustrated in the Pier chart below.

8.2.4 Response on Port Performance

Finally, the researcher chose port performance at the dependent variable on cruise shipping. On the same note, respondents were given leading questions in the scale ranging from 1 to 5 and the results are shown in the figure below.

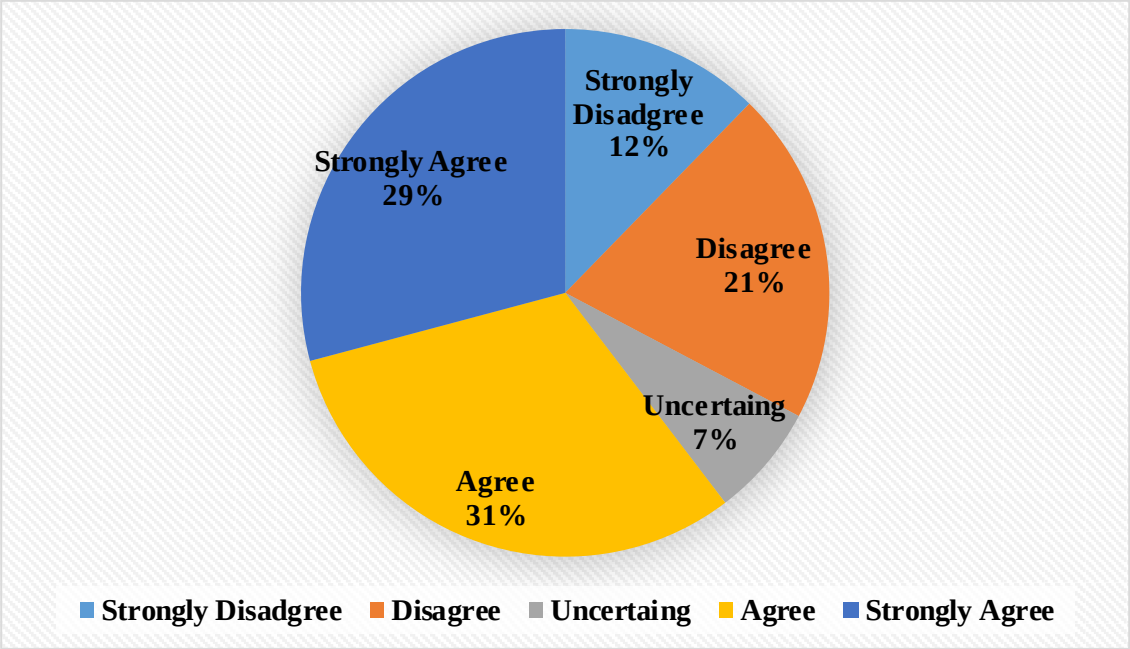


Figure 8.4 Response on Port Performance

On cumulative analysis on the factors influencing cruise shipping activities on port performance, it was found out that 30.5% agree, 28.5% strongly agree, 20% disagree, 12% strongly disagree while 6.75% were uncertain on cruise shipping activities on port performance. The findings showed a strong relationship between the selected independent variables and the dependent variable. Further, these findings were illustrated in the pier chart below.

9.0 Summary of Findings, Conclusion and Recommendation

9.1 Summary of the Findings

The first objective of this study was to determine the influence of port infrastructure for cruise shipping on the performance of Port of Mombasa. The objective was followed by the research question on how does port infrastructure for cruise shipping influence the performance of Port of Mombasa? To answer this question, the researcher gave close ended questions in the questionnaire. The study established that since the majority of the respondents strongly agree (33.75%), agree (33.5%), strongly disagree (13.25%), disagree (12.25%) and those who were uncertain (7.27%) on the influence of port infrastructure for cruise shipping on the performance of Port of Mombasa.

The second objective of the study was to find out the influence proximity to inland assets for cruise shipping on the performance of Port of Mombasa. The research objective was followed by the research question on how do proximity to inland assets for cruise shipping influence the performance of Port of Mombasa? The findings indicated that most of the respondents strongly agree at 34.25%, followed by those who agree at 30.5%. Those who strongly disagree were at 14.25%, while those who disagree were 13.5% and those who were uncertain were 7.75% on the influence of proximity to inland assets for cruise shipping on the performance of Port of Mombasa. From this finding, it was therefore observed that proximity to inland assets strongly has an influence on port performance.

The third objective of the study was to determine the influence of terminal logistics for cruise shipping on the performance of Port of Mombasa. This objective was seconded by the

research question that does terminal logistics for cruise shipping influence the performance of Port of Mombasa? Since the findings indicated that 15% of the respondents strongly disagree, 20.2% disagree, 12% were uncertain, 25.5% agree while 26.4% strongly agree that terminal logistics for cruise shipping on the performance of Port of Mombasa, it was deduced that cost of production affects financial performance of the SMEs in Mombasa County.

9.2 Conclusion

A cruise ship policy should be developed in Kenya to address the variances in passenger taxes, and the ad hock arrangements made for the collection, transportation and disposal of ship-generated wastes. Apart from this, the scheduling of vessel response and over-crowding of shore attraction sites should be attended to with some level of urgency. This policy should therefore incorporate a movement geared towards developing an ecotourism-based industry where cruise operators and destination ports alike will develop sound environmental practices for a sustainable tourism product. Decisions on the location and number of port reception facilities must be made as well as the selection of the most feasible cost recovery methods, which will definitely enhance port performance.

KPA, however, need to identify the performance indicators that are impacted by cruise activities as they differ from one port to another. It is necessary to find what really impacts the performance indicators. Subsequently, improvement should be directed to optimize and further organize the Island Assets to enhance more cruise attractiveness and influence port performance positively.

9.3 Areas of Further Research

Future research can test the relationship issue in other terminals such as wet bulk, general cargo and container terminals, and other ports in different countries. Certainly, different settings will require distinctive variables, so that additional components will be distinguished as measure of port performance. Further and since this research has used a descriptive statistic, future research may consider using different methodology. Moreover, the number of measured variables used in this research is limited; adding more and different variables and using various techniques would add some diverse results on port performance.

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