

# Cruise Business Without Borders

Global collaboration enables the scaling of new concepts and elevates cruise retail.

Momentum in the cruise industry continued to build, underlining the segment's strategic importance within Gebr. Heinemann's portfolio. Throughout 2025, the company reinforced its role as a global retail and distribution partner for the indus-

try. At the heart of this strategy is the close collaboration of its regional cruise teams, joining forces to drive new concepts, accelerate innovation, and deliver seamless service.



Nicolas Hoeborn, Chief Executive Officer of Heinemann Americas

“Gebr. Heinemann is the only partner covering three channels: retail, distribution, and Food & Beverage. This provides scale and stability, as well as a unique data foundation that consolidates insights across all areas.”

“As a global group, we bring an international mindset to our cruise business,” says Oliver Gottschling, Director Sales Inflight & Cruises. “We pool our strengths and coordinate closely to serve diverse markets and customer needs, moving beyond regional silos to apply expertise wherever it exists and leverage it globally.” Georg Fleischer, Senior Sales Manager for Gebr. Heinemann's cruise wholesale business, says: “Whether we operate as the onboard retailer or supply the shops, our cruise partners benefit from our concentrated global cruise expertise, backed by a strong international network and integrated logistics.” He adds: “Moreover, no other supplier can match the breadth of our assortment or the depth of our category management expertise.”

## Food & Beverage: A Catalyst for Expansion

Food & Beverage exemplifies Gebr. Heinemann's global approach to its cruise business. This category has significant strategic importance and is evolving into a dedicated growth driver beyond traditional distribution. In 2025, the company expanded its partnership with Norwegian Cruise Line (NCL), adding cigars and cigarettes to its growing spirits offering. Teams in Miami and Hamburg collaborated to revamp the onboard cigar offering, including the cigar menu and liquor pairing concept. This new offering debuted on NCL's latest new build, Norwegian Aqua, and is now being rolled out across the entire fleet.

Gebr. Heinemann also enables cross-continental supply, allowing ships to be provisioned in both the Americas, out of Miami, and directly from Hamburg for European itineraries.



“Everything comes from one source, without supplier changes, and Europe and the Americas align closely on pricing and customer service,” explains Nicolas Hoeborn, Chief Executive Officer of Heinemann Americas. “Gebr. Heinemann is the only partner covering three channels: retail, distribution, and Food & Beverage. This provides scale and stability, as well as a unique data foundation that consolidates insights across all areas. This data set enables precise assortment management and tailored concepts for different guest profiles and itineraries.”

## Global Expertise Powers Logo Merchandise Success

Another success story of global collaboration is the development of logo merchandise collections. Logo merchandise is a high-demand category on cruise ships, boosting brand presence for cruise lines and offering strong revenue beyond traditional duty free and the domestic market.



The Port Merchant liquor store aboard Royal Caribbean's Star of the Seas

Heinemann Americas set new standards with The Shop aboard Royal Caribbean's vessels, dedicating more retail space to that category and boosting sales to new heights. The exclusive capsule-based collections include fashion, collectibles, a kids' line, and private destination merchandise.

To scale this expertise globally, Gebr. Heinemann's cruise teams have established a new process. Product development takes place in the United States, while the operational execution is handled through the regions. This approach was first implemented on Cruise Saudi's AROYA. Each ship features a successful proprietary collection. The goal is to extend this expertise to additional cruise lines, unlocking the category's full global potential.

### Setting Sail for Premiumization

In 2025, Gebr. Heinemann also introduced new premium concepts to showcase the cruise segment's potential and attract new customer groups.

Building on its innovation from Utopia of the Seas, the company added personalized liquor backwalls for the first time at sea and launched five exclusive single-barrel editions alongside rare whiskeys with Royal Caribbean's Star of the Seas. Enhanced shop designs and curated assortments elevate the shopping experience, meeting supplier expectations, delighting passengers, and driving higher transaction values.



Georg Fleischer, Senior Sales Manager Cruises Wholesale

Oliver Gottschling, Director Sales Inflight & Cruises

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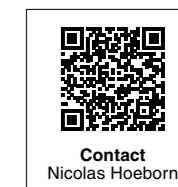
Strong partnerships secure high-value products for leading cruise lines: Since the summer of 2025, MSC has been sourcing premium beauty brands for Explora Journey's two luxury ships through Gebr. Heinemann – a collaboration set to grow with four more vessels by 2028. “Top brands for these ships now come through us because suppliers actively wanted Gebr. Heinemann as their cruise partner,” says Georg Fleischer. “Our strength lies in our extensive category expertise and strong relationships, which is also evident in Costa's new shops on Costa Smeralda and Costa Toscana, both focused on premium beauty.”

Investments in niche beauty brands have also paid off. AROYA features a dedicated niche fragrance store, and Hapag Lloyd's Europa and Europa 2 have added niche labels. MSC already sources niche fragrances from Gebr. Heinemann for several of its ships.

“With unique concepts and high-quality products, we set new benchmarks for onboard retail and demonstrate that brands can thrive in the cruise segment,” says Oliver Gottschling. “Beyond that, we continue to position ourselves as an attractive global retailer and supplier for cruise lines.”



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