



Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE
Fourth Quarter 2002

FCCA Caribbean Cruise Conference... Strengthens Alliance



It's Not Just A Tour, It's Show Business!
Easy Access Cruising for Everyone, With No Limitations
Loyalty, Disney Style
Vendors & The Cruise Lines ~ Everybody Wins

HAZECO TOURS

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THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

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FCCA Member Lines

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Norwegian Cruise Line • Princess Cruises • Regal Cruises
Royal Caribbean International • Seabourn Cruise Line
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President's Letter



Michele & Her 'Babies'

The Essence of Achievement...

"The credit belongs to those people who are actually in the arena... who know the great enthusiasms, the great devotions to a worthy cause; who at best, know the triumph of high achievement; and who, at worst, fail while daring greatly... so that their place shall never be with those cold and timid souls who know neither victory or defeat." - Theodore Roosevelt

Cruise industry leaders from throughout the Caribbean, South and Central America, and Mexico 'entered the arena' once again by attending the annual **FCCA Caribbean Cruise Conference & Trade Show**, held in Cancun, Mexico from September 24-27, 2002.

The Member Lines of the FCCA thank Mexico and all our 'daring' partners who attended the Conference and played a role in its success.

The Conference provides a perfect forum where cruise industry partners can discuss issues and build relationships... to create a win-win situation for all. The success of this effort, however, can not be achieved without the commitment, and active participation, of all. In other words, it does us no good to hold the Conference in the best *Location* in the world, organize the best *Business Functions*, or provide the best *Social Functions* - unless we have the best *Participants*. In order for true success to be achieved, however, participants must seize the opportunity - it is not enough to simply attend the event. Participants must take action, for only through action will they be able to make goals reality... and if the participants are successful, the Conference is successful - and we all win.

You will find the essence of the Conference's theme in the speech presented by **Micky Arison**, our Chairman, and the speech prepared by the Secretary of Tourism of Mexico, **Leticia Navaro Ochoa**, as showcased in this issue of *Caribbean Cruising*. In addition, we are including articles recapping four of the most highly attended workshops at this year's Conference. Finally, to help you become a little more informed/successful; this issue also includes a new feature - *Hot off the Wire*.

Thanks again to all our enthusiastic and devoted friends and partners for your participation in this year's Conference... we look forward to seeing you again next year in **St. Maarten, October 7-10, 2003** and working with you so that you may achieve your goals.

Happy Holidays,

A handwritten signature in blue ink that reads "Michele M. Paige".

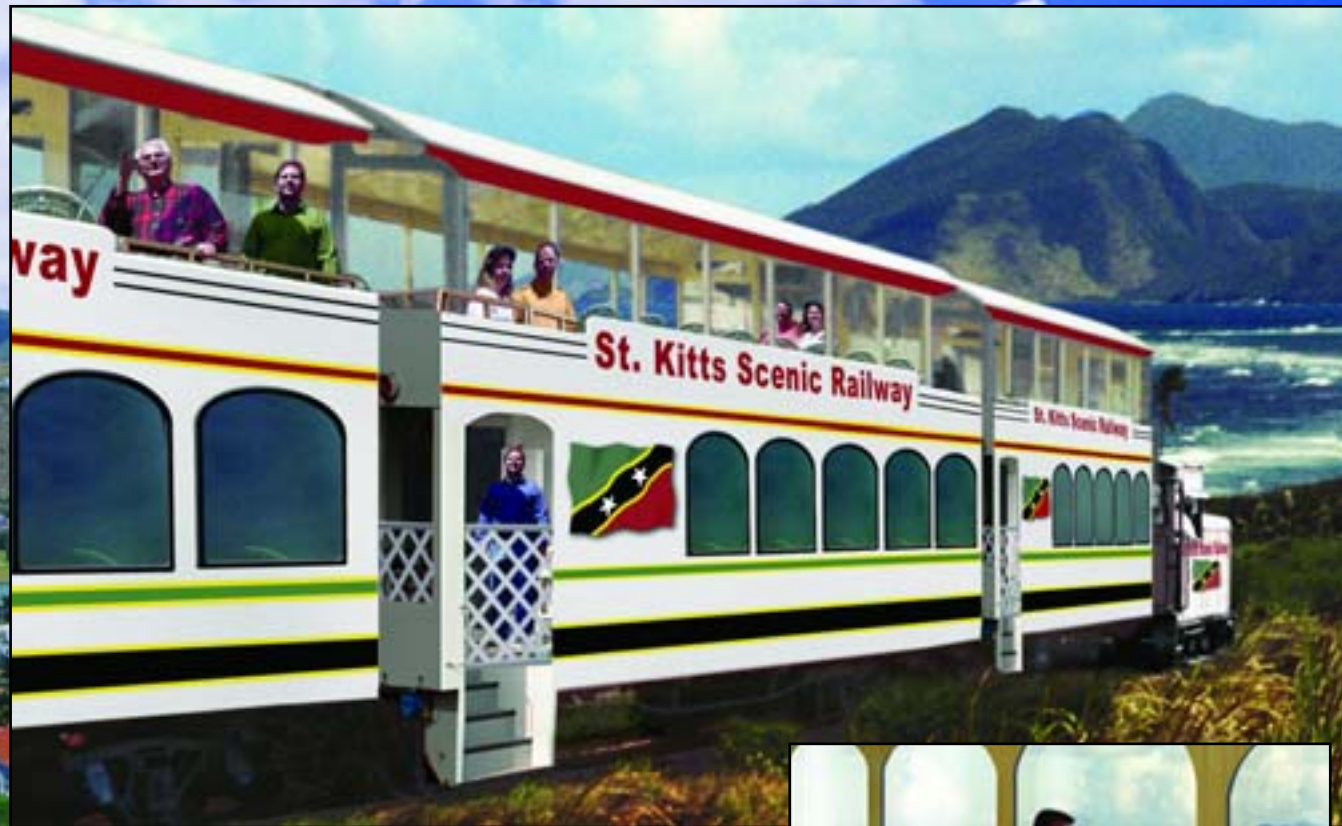
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IT'S NOT JUST A TOUR.
IT'S SHOW BUSINESS!



By: Bill Fletcher, Great Guides Development Company

I had the privilege again this year of being invited to participate in FCCA's annual Caribbean Cruise Conference as a workshop panelist and guest speaker. As a 20 year veteran of the Alaska cruise tourism market, the opportunity to meet and discuss strategies of success with my Caribbean counterparts and cruise line executives was a highlight of my year.

I was asked to participate in the workshops entitled *Great Guides - Your Not-So-Secret Weapon*, and *From Expectation to Product Delivery*. My experience has taught me that there is one resource that will consistently distinguish a superior excursion from an average one: the Guide. Tour Guides have quickly risen above the ranks of ordinary front line service industry employees to become the single most important factor in determining the long-term reputation - and therefore the success - of a tour operation.

From my rather singular contention that the Guide essentially is the tour, I found it challenging to prepare distinctly different discussion ideas on the two workshop topics. In my view, Great Guides are your 'secret weapon' because they know your guests' expectations and how they will exceed them in the course of their 'product delivery'. I was grateful to discover that the other panelists had perspectives that were better able to distinguish the content of the two workshops along the lines of their respective topics.

In the course of our discussion, there emerged consensus that the tour excursion business is really just a form of 'living theater' entertainment. Further, it was agreed that in order to be successful, a tour must consistently deliver an


unforgettable experience accompanied by exceptional service. The unforgettable experience is created through thoughtful design and choreography of the tour, while the exceptional service results from making your guests active participants in that experience - while being attentive to their individual needs and expectations.

It is one thing to agree at a conference workshop that the tour business is really 'show business', and it's quite another to build (or re-build) excursions around this model. This approach requires understanding your guests on a quite personal level - including such things as their demographics, why they sign up for your excursion, what their minimum expectations are, etc. Only then, by weaving a story line that develops the 'plot' of your tour, can you successfully aim to meet their needs, exceed their expectations and deliver an experience that will be truly unforgettable!

The daunting challenge of how to consistently deliver a 'show' that gets rave reviews involves every department in your organization. For example, marketing must refrain from building expectations too high - holding in reserve at least one highlight you know you can deliver is one of the simplest and most effective ways to guarantee that you will exceed guest expectations. In addition, all front line staff must understand the choreography and 'plot' of the tour - after all, they are the supporting cast to the Guide. And perhaps most importantly, the 'show business' philosophy must originate and be supported by management.

As you consider the prospect of re-inventing your excursions along the lines of a carefully choreographed pro-

duction, remember this: the standards by which your customers - and the cruise lines - may judge a tour operation are world-wide in scope. The competition you face may seem to be just other operators in your location or in the other ports on a ship's itinerary - but operations as far away as Asia, Europe, Alaska and elsewhere contribute to the expectations of what constitutes a quality tour operation in today's global market.

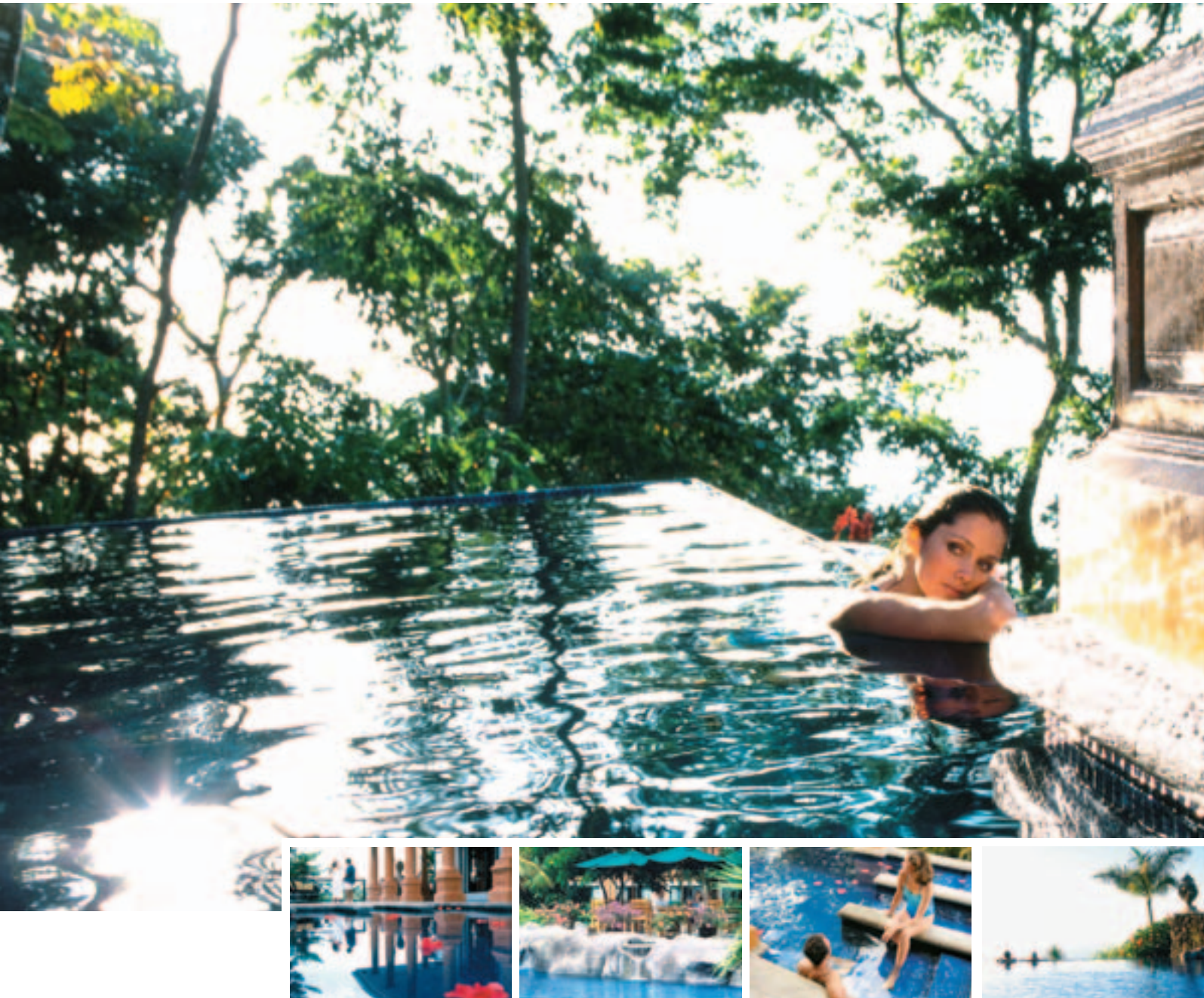
Think of the most impressive tour excursion success stories in your region and ask yourself how the tour operator has managed to design their experience for the consistent results that have built their reputation - and therefore their business. Chances are it didn't happen by accident. It requires a company culture that is always striving to take the organization to the Next Level. It isn't easy, but it certainly is effective. 

The Great Guide Development Company (GGDC) was created to serve the needs of tour operators who understand the critical importance of effective tour choreography and Great Guides on the front line of their operations.

Bill Fletcher, founder of GGDC, has made his living in the Alaska cruise tourism industry for 20 years. Having worked with Holland America for 15 years through the mid-1990's, Bill is now president of an Alaska Native Corporation's tourism operation based in Haines, Alaska.

Bill consults with a variety of Caribbean, Mexican & Central American tour companies and is a frequent speaker on tour operations & training topics at the annual FCCA Convention.

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Platinum Happenings

PLATINUM ASSOCIATE MEMBERS Establish & Renew Relationships with Cruise Executives



Welcoming committee at FCCA Platinum Associate Membership luncheon in Cancun, Mexico.

Members of the Florida-Caribbean Cruise Association's *Platinum Associate Membership Advisory Council (PAMAC)* were given the opportunity to meet with top cruise executives from the FCCA's 13 Member Lines at this year's Annual FCCA Caribbean Cruise Conference and Trade Show, held in Cancun, Mexico, September 24-27, 2002. They were able to build relationships and renew old friendships with cruise executives at an exclusive luncheon at the La Hacienda Restaurant on Thursday, September 26th.

The highlight of the luncheon included an authentic Mariachi band that gathered on the steps of the restaurant with Michele Paige of the FCCA to greet the Platinum Members as they entered. Margaritas were served to all the guests, while their



Platinum Members get into the spirit of Mexico by joining in the festivities during the luncheon.

pictures were being taken wearing a Sombrero. For many new Members this was the opportunity to 'break the ice' with cruise executives and other Platinum Members. Javier Guillermo Claussell, General Director, Agencia Consignataria del Sureste, S.A. de C.V., of Mexico and a Platinum Associate Member was presented with a plaque by the FCCA for his contributions to the success of the Conference. In turn, Javier

presented all Cruise Executives and Platinum Members with a "Platinum Conference Polo Shirt."

This year the FCCA's goal was to have its Platinum Members more involved in the Conference. In doing so we invited numerous Platinum Members to share their expertise on the various topics presented at the Conference workshops. The participants were as follows:



Michael Ronan, Royal Caribbean International, addresses Platinum Members during the luncheon.

MARKETING SESSION

Marketing Your Destination:

- Cameron Fraser, Managing Director, Key Properties Ltd. (Antigua)
- Melissa Grimm - Delaware River Port Authority (USA)
- General Al Hopkins, Chairman, Cruise Industry Task Force, MS Golf Coast (USA)
- Milton Segarra, Executive Director, Puerto Rico Tourism Company (Puerto Rico)
- Gina Rathbun, Manager of Cruise Marketing, Tampa Port Authority (USA)

SHORE EXCURSION SESSIONS

Great Guides ~ Your Not-So-Secret Weapon:

- Sergio Briceno, Director of Operations, Turismo Aviomar (Mexico)
- Jill McCall, Regional Sales Manager, Atlantis Adventures (USA)

Tour Operator Insurance Program:

- Bill Roversi, Vice President, Royal Marine Insurance Group (USA)
- Denis Roach, CEO, Tall Ships (Barbados)



From Expectation to Product Delivery:

- Robert Shamosh, Director of Development, Costa Maya (Mexico)
- Steve Hites, Director, St. Kitts Scenic Railway (St. Kitts & Alaska)

Keeping Up with Mega Ships:

- Mark Ittel, Project Manager, Bermello, Ajamil & Partners, Inc. (USA)
- Charles Porter, Port Director, Port of Pensacola (USA)



Platinum / Associate Members and Cruise Executives enjoy a private tour through XCARET.

Accessible Travel ~ Emerging Opportunities:

- Teresa Ondrejack, Vice President of Operations, Accessible Adventures (St. Thomas)

SOURCING SESSION

Vendors & the Cruise Lines ~ Everybody Wins Together:

- Michael McFadden, Director, Cruise Markets, Gee & Jensen (USA)

New Platinum Member Melissa Grimm, Director, Port of Philadelphia & Camden, a first time FCCA Conference attendee, expressed her thoughts: “The FCCA Conference exceeded my expectations because it so effectively provided valuable feedback about what ports need to do to enhance

their position in the eye of the cruise lines. Additionally, our entire team feels they were able to start the process of building relationships with the cruise executives through the one-on-one meetings and the exclusive Platinum Membership social events. The opportunity has put us on a more even footing with other ports who have already establish relationships with the cruise executives.”

On Friday, September 27, Platinum and Associate Members were invited to enjoy a fabulous day of leisure and enlightenment, joined by key executives from the FCCA’s Member Lines, at an exclusive tour & lunch at Xcaret. The day was spent exploring the many wonders of Xcaret, including the Flora and Fauna, the Butterfly Pavilion, the Mayan world and much more. Members were presented with a final opportunity to once again interact with Cruise Executives during a marvelous lunch, at one of Xcaret’s outstanding restaurants, prior to farewells being said and plans made to meet at next year’s Conference in St. Maarten, October 7-10, 2003.

Upcoming Events

Platinum Associate Membership Advisory Council
Cruise ~ Aboard Carnival Cruise Lines’ *Imagination*
January 16-20, 2003

Platinum Associate Membership Advisory Council
Country Western Party ~ Michele Paige’s Residence
March 2, 2003

Platinum Associate Membership Advisory Council
Meeting ~ Aboard Carnival Cruise Lines’ *Fascination*
March 7, 2003

FCCA Platinum Associate Membership
Luncheon ~ Aboard Carnival Cruise Lines’ *Fascination*
March 7, 2003

Platinum Associate Membership Advisory Council
Miami Heat Basketball Game ~ Miami Arena
March 7, 2003 ~ 8:00 p.m.



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Port Everglades is proud to have been an integral part of the economic impact and success of Broward County. They say, “one picture is worth a thousand words.” Port Everglades says, “one chart is worth 19,152 jobs and \$1.7B in business activity.”

Business	Direct Jobs	Total Jobs	Business Activity	Personal Income	Local Taxes
Cruise	4,903	9,376	\$894 M	\$290 M	\$29 M
Cargo	3,581	6,096	\$461 M	\$152 M	\$10 M
Petroleum	1,676	3,680	\$382 M	\$103 M	\$ 6 M
Total	10,160	19,152	\$ 1.7 B	\$545 M	\$45 M

Source: Port Everglades Master Plan Report, 2001.
Based on Fiscal Year 2000 activity of Port Everglades.



New Platinum Associate Member

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Melissa Grimm, Director

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Tel.: (856) 968-2048 • **Fax:** (856) 968-2056 • **E-mail:** jcooney@drpa.org • **Website:** www.cruise Philly.com

The Port of Philadelphia and Camden has been marketing the Philadelphia Cruise Terminal at Pier 1 to major cruise lines by adopting the marketing brand, CruisePhilly (www.cruise Philly.com), and partnering with the Greater Philadelphia Tourism Marketing Corporation to enhance the landside activities for cruise passengers who are starting or ending their cruise in Philadelphia or who are visiting for the day on a port call.



HOT OFF THE WIRE...

Carnival Takes Delivery of New 110,000-ton Carnival Conquest, Largest 'Fun Ship' Ever Constructed

The 2,974-passenger SuperLiner departed Italy on a 16-day transatlantic crossing in late October and arrived on schedule in its U.S. homeport of New Orleans the week of November 11. Following an on-board black-tie charity fundraiser benefiting the United Way for the Greater New Orleans Area November 14, *Carnival Conquest* sailed on its maiden voyage, a four-day cruise to Cozumel departing November 15.

Longer than three football fields and towering 207 feet above the water at its highest point, *Carnival Conquest* offers an unprecedented 22 lounges and bars, including a spectacular three-deck-high theater showcasing elaborate Vegas-style revues, along with a 12,000-square foot health club and salon, jogging track, Internet café, comprehensive golf program, and a nine-deck-high glass-topped atrium. *Carnival Conquest* also features 1,487 staterooms.

Four restaurants, including two full-service dining rooms, a reservations-only "steakhouse-style" supper club serving U.S.D.A. prime aged beef, along with crab claws from Miami Beach's world famous Joe's Stone Crab Restaurant, and a two-level poolside eatery offering 24-hour pizza and self-service ice cream/frozen yogurt, New York-style deli, and Asian and American specialty areas, are featured, as well. Other dining options include a patisserie, a sushi bar and complimentary 24-hour room service.

Carnival Conquest's "family friendly" amenities include a 4,200-square-foot play area -- the largest in the "Fun Ship" fleet -- featuring an arts and crafts center, computer lab and children's library, as well as "Action Alley," an expansive teen recreation area with a teen dance club/coffee bar and high-tech game room.

The ship also features striking interiors inspired by the works of famous Impressionist and post-Impressionist painters -- appropriate for a ship based in New Orleans, a city possessing a rich European heritage.

Celebrity Cruises Honored For World's First Gas Turbine Cruise Ship

Celebrity Cruises has been honored by Lloyd's List for building the world's first smokeless gas turbine-powered cruise ship.

The recognition came during Lloyd's biennial Shipbuilding, Machinery and Marine Technology (SMM) International Trade Fair in Hamburg, Germany. The SMM Awards recognize cutting-edge marine technology and ingenuity that improve performance, reduce costs, and protect the environment. The smokeless gas-turbine engines burn a cleaner fuel than traditional diesel, and significantly reduce air emissions by more than 90 percent.

"Celebrity has an outstanding history of environmental achievement and we are very proud to be recognized for our use of smokeless gas-turbine technology," said **Jack Williams**, president and chief operating officer of Celebrity Cruises. "*Millennium* and her sister ships, *Infinity*, *Summit*, and *Constellation*, have raised the bar for the entire cruise industry in terms of environmental stewardship of our oceans."

Norwegian Cruise Line Announces Largest Caribbean Deployment in its History

From the lush rainforests of Belize to the pristine reefs of Roatan, Honduras to the shoreside bustle of Fort de France, Martinique, Norwegian Cruise Line (NCL) offers every kind of Caribbean experience in 2003/04, as the line embarks on the largest Caribbean deployment in its history.

Seven of NCL's newest and largest ships will offer 3-, 4-, 5-, and 7-day Caribbean voyages in 2003/04, with 12 innovative itineraries covering every sun-splashed corner of the Eastern, Southern and Western Caribbean, including the Bahamas.

Although other regions continue to grow in popularity, the Caribbean remains the most sought-after cruise destination because of its diversity and fundamental appeal," said **Andy**

Stuart, senior vice president of marketing and sales for NCL. "We're demonstrating our commitment to this fascinating region by deploying an unprecedented seven ships in the Caribbean and Bahamas in 2003."

Princess Debuts First Fully Accessible Tour in St. Thomas

Accessible Adventures' Trolley Enables Wheelchair Passengers to Make the Most of Visit to Caribbean Island.

Grand Princess passengers were the first to experience a new shore excursion option in St. Thomas designed especially for visitors in wheelchairs or with limited mobility. The new tour, which debuted June 26, is operated by the island company, Accessible Adventures, and was developed in partnership with Princess Cruises.

A total of nine Princess guests, including three in wheelchairs, helped inaugurate the tour company's specially outfitted trolley. Two-hour trip takes passengers to the island's many historic and scenic attractions, and features stops at accessible points of interest.

"Princess has made accessibility a top priority for many years now, leading the industry by naming the first full-time access compliance manager who was just recently honored with a presidential appointment," said **Dean Brown**, Princess' executive vice president of customer service and sales. "We are now pleased to join Accessible Adventures in implementing this unique tour option, a collaborative effort that for the first time offers a custom-designed activity for passengers with limited mobility or those who simply want to enjoy the island at a slower pace."

Guests on the tour travel in style aboard a colorful trolley fully equipped with lifting devices and four-point tie-down systems. Each vehicle has flip-up seats accommodating up to three wheelchairs. Accessible restrooms are available at two stops along the route, and St. Thomas' famed Mountain Top area is equipped with a platform lift to reach the observation area.

Departing from the ship, the tour journeys back in time, visiting the historic sites of St. Thomas. Knowledgeable local guides share stories about the many landmarks in the town's center. The tour continues to the world-famous Mountain Top, where passengers can enjoy spectacular views of Magens Bay and the Atlantic Ocean from its 1,500-foot elevation on the summit of St. Peter Mountain. The next stop is Drakes Seat, where legend has it that Sir Francis Drake

perched to watch his fleet sail the passage and spy on vessels entering the channels. A journey along Skyline Drive offers passengers magnificent views of neighboring island St. John and the nearby British Virgin Islands. Guests will also have plenty of time for shopping and taking photos from the scenic outlooks before they return to the ship.

Future tours are being developed for more Caribbean destinations, and additional facilities to assist other passengers -- such as the hearing impaired -- are also under consideration.

President of Panama to Christen New Coral Princess

Princess Cruises announced 11/12/02 that Her Excellency **Mireya Moscoso**, president of the Republic of Panama, will christen the line's newest ship, *Coral Princess*, in a historic ceremony in the Panama Canal.

The first cruise ship christening ever in the Canal, this unique "lockside" naming will take place as *Coral Princess* transits the Canal's Gatun Locks on January 17, 2003. The ship will be in the Canal as part of its regular cruise itinerary, on a sailing that departs from Ft. Lauderdale on January 13.

"In our 32 years of Panama Canal cruising, we've established a strong and beneficial relationship with Panama, so we feel President Moscoso is the perfect person to christen this ship, which was built specifically for Canal transits," said **Phil Kleweno**, president of Princess Cruises. "As we offer more Panama Canal sailings than any other line and even plan to double our number of Canal cruises next year, we are delighted to have President Moscoso become the 'godmother' of *Coral Princess* and to host the first naming ceremony in the Canal."

Panama's first female head of state, President Moscoso took office in September 1999 and has since become a popular leader who has worked to strengthen her country's social and educational programs. Shortly after her election, she experienced her first Canal transit aboard another Princess ship, *Sun Princess*.

The event will take place while the ship is in the Panama Canal's Gatun Locks, one of three sets of locks that make up this engineering marvel, which took more than 30 years to build and was completed in 1914. The Gatun Locks are made up of a series of three locks which connect the Caribbean with the massive Gatun Lake in the middle in the Canal. The Canal's locks lift and lower ships a total of 170 feet as they move over the Panama isthmus -- a 51-mile transit in total.



Leticia Navarro Ochoa - Secretary of Tourism, Mexico

Speech presented @ FCCA Conference - Cancun, Mexico

Distinguished Members of the Florida-Caribbean Cruise Association, Good morning:

I am most pleased to welcome you all to Mexico and to beautiful Cancun, a paradise in the Caribbean well known for making visitors feel very much at home. My special thanks for inviting me to participate in your Annual Conference, an event of great significance for the objectives of the Association.

On behalf of Mexico's Federal Government, may I express our content that you selected Cancun as the seat to hold your Conference. I am sure you will enjoy your stay in this magnificent tourist destination, where hospitality and warmth have become some of its most distinctive characteristics.

In the last two decades, the world has undergone profound and accelerated changes in all fields of human knowledge and actions. Socio-demographic changes in developed countries, as well as cultural, labor-related, scientific, and technological changes have had an important impact in many activities, and tourism has not been an exception.

As a result, new market segments with different styles and preferences have emerged. Travelers have also become more selective and demanding; thus, in a continuously evolving market, tourists' satisfaction constitutes a must. These changes have posed both challenges and opportunities for countries, such as Mexico, whose natural, cultural, and human resources represent an incomparable attraction for our visitors.

We are constantly working to meet the new tourism market demands, and to guarantee our visitors will have the most enjoyable experience in Mexico. Based on this vision, we are working on four key axes that define the tourism policy: to



make tourism a national priority; to have fully satisfied tourists; to offer sustainable tourist destinations and, to foster competitive businesses.

The sector has positioned its projects and priority actions, which will ensure the advance of the activity, through the participation of the three levels of government, the legislative, and the business and labor sectors. Due to the cross-sectioned nature of the tourism sector's agenda, today, all entities and ministries of the Federal Public Administration are closely related with our function.

We work as a team to facilitate tourism development, enhance the quality of the services offered, improve and increase the country's tourism offer, guarantee sustainability, and improve the competitiveness of the markets, segments and products. As it is well

known, the capacity for tourism destinations to compete clearly depends on the sector's ability to innovate and permanently offer improved products.

For this reason, the Ministry of Tourism encourages the development of new tourism products, to adapt to an evolving market demanding different experiences and services that meet the needs and expectations of travelers.

A fundamental condition to compete successfully in the tourism industry is an integral offer, firmly backed up by a truly committed workforce that fully understands the importance of efficient labor, and by a solid business culture that will effectively administer and operate the services offered. To further drive diversification, one of the strategies currently being applied is the development of differentiated products to target specific market segments such as business travel, cultural, health, eco-tourism, nautical, sports, and hunting among others, with a higher degree of specialization.

Nautical and sports tourism have become diversified extensions of the sun and beach offer, as cruise ship activity, sport fishing, marinas and yachts now represent the ideal reason to add value to this type of tourist destination. The natural conditions of our country, our vast coasts and a significant number of ports, have privileged over the last twenty years the arrival of cruise ships.

Cruise tourism is currently one of the most dynamic and fastest growing market segments worldwide. During the aforementioned period, it has boosted an 8.4 percent annual average growth. This segment provides jobs and income and, above all, it promotes the tourism offer of the different countries and ports of call that cruise ships visit along their journey. Supported by an international marketing and promotion network, the end-consumer may learn about new destinations, with added value derived from the product differentiation and quality of the services.

The cruise ship offer is highly diversified and provides a unique and unforgettable vacation experience. In the last few years, this segment has successfully provided a wide array of options to an increasingly sophisticated market and selective travelers. Throughout their journey, cruise ships provide new destinations, onboard activities, and varied cruise themes. Ship designs with state-of-the-art technology and capabilities are constantly adapting to new travel patterns.

Mexico's main ports of call are:

In the Caribbean: Cancun, Cozumel, Majahual and Playa del Carmen; in the Gulf of Mexico: Progreso and Veracruz.

On the Pacific: Acapulco, Guaymas, Ensenada, Huatulco, Manzanillo, Mazatlan, Puerto Vallarta and Zihuatanejo.

In Mar the Cortes: Cabo San Lucas, La Paz and Loreto.

From the above, Cozumel, Ensenada, Cabo San Lucas, and Puerto Vallarta benefit the most from cruise ship tourism.

It is worth mentioning that Mexico is the number one cruise destination in the world. From January to July 2002, we received 2.0 million passengers, almost 20 percent above when



*Micky Arison & Francisco Avila
Camberos, El Coordinador General de
Puertos y Marina Mercante, Secretaria de
Comunicaciones y Transporte ~ Mexico, at
the Conference Opening.*

compared with the same period last year. As part of our goal to increase the development of this tourism activity, we have implemented several measures to simplify landing procedures and entry into Mexico for arriving ships and passengers.

To achieve the above, we introduced the "Advanced Passenger Registry Program" through the Advanced Passenger Information System (APIS), by which passengers disembark without having to wait for the migratory revision, as this takes place before the ship even docks. Additionally, we have established clearer criteria for cruise victualing and for the treatment of waste generated aboard the ships.

To better serve this segment, the sector relies on specialized task-

force from the Tourism Executive Commission that deals with issues leading to facilitate these operations. Also, and with the support from the Ministry of the Navy, the National Commission for Safety in Tourism Activities offers higher security to cruise ships, passengers, and crews through the protection of the Mexican Naval Forces. Similarly, we keep in close communications with port administrators and with federal, state and municipal authorities in order to maintain a clear and efficient work flow in each port.

Mexico offers a wide array of tourist attractions – from astonishing beaches to cultural and historic sites, magical towns, natural beauty, and folklore, as well as an enormous variety of options and services.

Mexico has in the tourism activity invaluable alternatives for social and economic development. Its evolution to improve standards and quality of life of this country's population and regions. We are aware that there is still much work ahead in order to reach our long-term objectives. We are willing to work with you in order to further benefit the cruise tourism industry, and for our nations' well-being.

I am proud to inaugurate the Annual Conference of the Florida-Caribbean Cruise Association. I wish all of you total success in your endeavors. Congratulations.



Port Castries ▶



Marigot Bay ▶



The Pitons ▶



Dutyfree Shopping at ▶
La Place Carenage

PORT CASTRIES, *St. Lucia, West Indies.* *Helen's front door*

As cruise vessels call into **Port Castries** passengers are greeted by the tropical sights, sounds and smells of St. Lucia and **Port Castries** comes alive with live steel pan music and the warm smiles of St. Lucians. The port presents a perfect example of nature's handiwork with its natural anchorage together with its protected position below the picturesque hills of Morne Fortune making it among the most captivating in the world.

Cruise ship passengers arriving at **Port Castries** will enjoy an adventurous "day off the Ship" with a scenic drive to the legendary **Pitons** and the world's only **Drive-In Volcano**. Along the way there is a choice of a refreshing splash at the **Diamond Water Falls** or a soothing bath at the **Mineral Baths**—once used by the troops of King Louis the XIV for its medicinal properties. Adventure seekers will fall in love with St. Lucia's **rain forests** and **majestic mountains** where some of the island's rarest bird species can be sighted. For those who love the sea, St. Lucia offers a wealth of sea treasures from whale watching and scuba diving along the West Coast to snorkeling in one of the island's magnificent marine parks.

For shopping enthusiasts, **Port Castries** is home to the island's two main Duty Free Shopping Malls, **La Place Carenage** and **Pointe Seraphine**. As of December 2002 visitors will be transported to a more contemporary setting in the extension to La Place Carenage. The shops will feature huge frame-less glass fronts with modern tones and textures but at the same time visitors will be provided with a unique experience of St. Lucia's heritage with a walk-in **Animation Center**, a Promenade of Local Artisans and a Vendors Arcade of Indigenous Products.

The entire mall will be a heritage experience of St. Lucia, at every point visitors will be pleasantly surprised by a variety of artifacts portraying the history of the island. This history will come alive in the Animation Center located on the top floor of the mall.

The development of **Port Castries** is on-going and the Saint Lucia Air and Sea Ports Authority (SLASPA) is committed to the growing cruise-ship industry. Port facilities are continually being re-developed to cater to varying needs. The long-term vision is to realize the development of the Port into a modern inner harbor catering to cruise passengers, crew, and other visitors.

The Saint Lucia Air and Sea Ports Authority wishes to thank all member lines for their support over the years.



St. Lucia Air & Sea Ports Authority. P. O. Box 651, Manoel Street, Castries, St. Lucia
Tel: (758) 452-2893 Fax: (758) 452-2062 Email: slaspa@candw.lc Website: slaspa.com

FLORIDA-CARIBBEAN CRUISE ASSOCIATION Novena Conferencia y Exhibición Micky Arison's State of the Industry Address MEXICO 2002

First of all, I would like to express my sincere appreciation to Governor Lic. Joaquin E. Hendricks Diaz, Governor of Quintana Roo and Francisco Avila Camberos, General Coordinator, Secretary of Communications and Transportation of Mexico, for being here at the **9th Annual FCCA Caribbean Cruise Conference and Trade Show**. Due to the weather, I know many of you faced many challenges getting here and I really do appreciate your attendance. I would like to thank the people of Mexico and the Yucatan peninsula for welcoming us here in such a warm and friendly manner.

The growth in Mexico has been absolutely tremendous in recent years, which clearly makes this area a critical destination to the cruise industry. A year ago in Aruba we discussed the consequences of the tragic events of September 11. Many of those consequences were going to be unintentional; at the time of the Conference many of the ships repositioning had not been announced yet, but it was clear they were coming and that was going to give opportunities for some areas and was going to be devastating to other areas. We talk about that and discussed how important it was for areas in both locations... those that would benefit and those that would not, to more than ever work together in a public and private partnership with the cruise industry to meet the needs of their various destinations.

Clearly areas like the Bahamas, Key West, the Yucatan, Belize, have seen tremendous growth since September 11. Other areas in the Eastern Caribbean have not been so fortunate. While the industry has rebounded dramatically since September 11, I don't think a year ago at the FCCA Conference in Aruba anyone could imagine how quickly and how dramatically the cruise industry would rebound, while other facets of tourism continue to suffer.

The ramifications of September 11 go on, and as long as we

have an overhang with the situation in Iraq it's going to continue to create uncertainty. With this uncertainty it's going to create opportunity for some areas and problems for others. However, I encourage destinations to work harder than ever. I encourage the government and the private sector to work closely with the cruise industry, areas that are growing rapidly need to focus on developing infrastructure, as it will be imperative for those areas to be able to welcome ships - because if

they don't they will go elsewhere. Once they go elsewhere it is very difficult to bring them back. Those areas that have lost ships know how difficult it is to bring them back once you've lost them. Some of those occurrences happened, no fault of anybody in this room, but because of the events of September 11. There are times when these things happen and there are significant issues for the destination, the cruise lines, and the relationship between the two.

To some degree I know I am preaching to the choir, those that are here already know this, in reality there are a lot of people that are not here that really need to hear this. I hope the media will do the job for me and bring the message across because I see in the next couple of years a

tremendous opportunity. Our company is growing at a very rapid pace, we project next year to take on 7 ships in the matter of 10 1/2 months. Clearly that is a huge opportunity for a lot of people in this room. All I can do is encourage you to work closely with Michele Paige, and the Operations Committee of the FCCA and with the individual lines to make sure your needs and our needs are met in such a way that you can take advantage of the opportunities that lie ahead.

Again I want to thank you very much for being here. I do want to mention that the **FCCA Foundation for the Caribbean** will make a substantial donation to the people affected by Hurricane Isadore in the Yucatan peninsula during the week of the Conference. I thank you again for being here and look forward to a productive week.



Micky Arison, Chairman and CEO of Carnival Corporation & FCCA Chairman, at the FCCA Caribbean Cruise Conference Opening in Cancun, Mexico.

FCCA Caribbean Cruise Conference... Strengthening Alliance

The 9th Annual FCCA Caribbean Cruise Conference and Trade Show in Cancun, Mexico was a tremendous success; with more than 800 industry associates meeting with cruise executives from the 13 Member Lines of the Florida-Caribbean Cruise Association (FCCA). Those in attendance included Cruise Executives, Ministers, regional government officers, port authorities, tour operators, tourism agencies and suppliers from throughout the Caribbean, Mexico, Central America, South America and the United States.

At the Conference's opening ceremony, Micky Arison, Chairman & CEO, Carnival Corporation and FCCA's Chairman delivered the keynote address in which he thanked the people of



Micky Arison & Michele Paige at the FCCA Trade Show.

Mexico for hosting the FCCA Caribbean Cruise Conference. He stated: "The industry has rebounded tremendously since September 11, providing opportu-

nities for some areas and progress for others. Areas that are growing rapidly need to focus on developing infrastructure." Arison also announced that the **FCCA Foundation for the Caribbean** would be making a substantial donation to the people affected by Hurricane Isadore in the Yucatan peninsula during the week of the Conference. The FCCA presented a \$50,000 check to Francisco Avila Camberos, General Coordinator, Secretary of Communications and Transportation ~ Mexico, who represented the Mexican Government at the opening ceremony. In addition, the FCCA's Security Operations Committee Chairman, Michael Ronan, Associate VP, Destination Development, Royal Caribbean International, discussed the progress that Mexico has made in the industry over the past 25 years. He congratulated the people of Mexico for maintaining their true and strong Mexican spirit and for creating an identity for their destination.

To conclude the opening ceremony, the 2002 FCCA Foundation of the Caribbean Essay Competition winner, Christopher Emilio Nilsson Duschkin from Mexico (junior division winner), read his essay and accepted his prize. Hon. Brenda Hood, Minister of Tourism, Civil Aviation, Culture & Social Security ~ Grenada, read and accepted the award for Roxanne Halley (senior division winner) who was not able to attend the opening ceremony.



Platinum Associate Members and Cruise Executives band together at the Conference.

Throughout the Conference, delegates were able to meet with key marketing,



FCCA Trade Show ~ Cancun, Mexico.

purchasing and operations executives from FCCA's 13 Member Lines. In addition, 10 'Rountable' workshops were presented covering a number of wide-ranging issues.

The purchasing session:

• "Vendors & the Cruise Lines – Everybody Wins Together," moderated by Renee Betancourt, President, Cariblink, addressed issues pertaining to vendor relationships with the cruise industry. Vendors on the panel discussed their views on the reasons for their success or lack of it, what challenges they face or are currently facing and what opportunities they believe exist. Cruise executives from the FCCA Member Lines on the panel addressed the future of purchasing and sourcing.



CEO / Presidents & Ministers meeting in Cancun, Mexico.

The marketing sessions included:

• The "Converting Cruise Passengers to Land-Based Vacationers" workshop was led by Terry Thornton, VP, Market Planning, Carnival Cruise Lines, and included an impressive panel: Milton Segarra, Executive Director, Puerto Rico Tourism Company; Richard Sasso, President, The Sasso Group; Guillermo



Milton Segarra (right), Executive Director ~ Puerto Rico Tourism Co., makes a presentation at the 'Marketing Your Destination' workshop.

Martinez, State Secretary of Tourism, Quintana Roo, Mexico and Micky Arison,

Carnival Corporation Chairman & CEO. The session examined what the cruise industry, destinations and hoteliers are doing to increase the return rate of cruise passengers as land-based vacationers.

• "Growing Trends of the Family Market" was presented by Sara Jones, Disney Institute Managing Facilitator, Walt Disney World Resort, who examined the Walt Disney World model for generating loyal customers and employees. It reviewed how the Walt Disney World Resort has aligned the Disney brand with its customers and employees and structured the organization as a vehicle for delivering the brand.

• John Tercek, VP, Commercial Development, Royal Caribbean Cruises, Ltd., moderated the "Marketing Your Destination" workshop in which ports and destinations on the panel gave an outline of the state-of-the-art techniques that are being used to market cruise tourism.

The Shore Excursions workshops included:

• "Great Guides ~ Your Not – So – Secret Weapon," special guest speaker

Bill Fletcher, Great Guides Development Company (Alaska), 'entertained' attendees with a slide presentation and information on training tour guides in order to enhance the tour product.

• The "Guidelines for New Tour Operators" workshop led by Michael Ronan, Associate Vice President, Destination Development, Royal Caribbean International, was assisted by an extraordinary panel consisting of Shore Excursion Managers from various FCCA Member Lines. This session detailed the guidelines for new Tour Operators that wish to work with the cruise lines. Each panelist pre-

sented their particular Cruise Line's requirements and offered suggestions on how operators can get their 'foot in the door.'

• "From Expectation to Product Delivery," Matthew Sams, VP Caribbean Relations, Holland America Line, addressed the challenges of delivering the same excellent service on an



Brendan Corrigan (far left), Carnival Cruise Lines, has a drink with Conference delegates.

organized tour or excursion that guests are accustomed to onboard cruise ships, with panelists from various tour companies offering their ideas and expertise.

2002 FCCA Caribbean Cruise

Conference & Trade Show



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PIÑA COLADAS AND
SECURE OFF-SHORE
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LIVIN' LA VIDA LOCA? THINK AGAIN. FOR DECADES, PUERTO RICO HAS BEEN RECOGNIZED AS THE FINANCIAL HUB OF THE CARIBBEAN AND HAILED BY ECONOMISTS AS A CASE HISTORY IN ECONOMIC RENEWAL. BUT THAT'S NOT ENOUGH FOR US. NOW, IN THE NEW CENTURY, WE ARE QUICKLY EN ROUTE TO BECOMING ONE OF THE PREMIER GLOBAL INVESTMENT CENTERS OF THE WESTERN HEMISPHERE. AND FOR VERY GOOD REASON. NEWLY INSTITUTED LOCAL LEGISLATION PROMISES SUBSTANTIAL TAX BREAKS FOR THOSE INVESTING IN THE ISLAND'S BOOMING TOURISM INDUSTRY. IN FACT, STARTING IN 2002, PUERTO RICO WILL SEE THE BEGINNING OF OVER 336 MILLION DOLLARS IN NEW

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• The “Tour Operator Insurance Program” workshop showcased the FCCA Insurance Program available to Caribbean tour operators in compliance with the requirements from the FCCA Member Lines, written by Royal Marine Insurance Group.

• The “Accessible Travel ~ Emerging Opportunities” workshop was moderated by Richard Sasso, President, The Sasso Group and former President of Celebrity Cruises. As the number of guests traveling with disabilities increases, so is the importance of providing opportunities for shore excursions in ports of call. This workshop revealed what destinations and tour companies are currently doing to accommodate guests with disabilities and what the future holds for specialized travel.

Many first time FCCA Conference delegates and new Associate Members took the time to express their Conference experience, as follows:

• “This was the first FCCA Conference I have attended. The number of top-level cruise line executives present and available for formal and informal discussions was quite impressive. The Conference offered a great forum to promote The Port of Philadelphia and Camden, to learn more about Caribbean destinations, and to meet with decision-making cruise line executives. The venue was excellent despite the weather,” James Cooney, Marketing Representative, The Port of Philadelphia and Camden, Delaware River Port Authority, USA.

• “As a new FCCA Associate Member, I felt that the social events were well organized and conducive to rapport building among fellow Associate



St. Maarten delegation led by the Hon. Theo Heyliger (center), Commissioner of Tourism, meets with the FCCA.

Members,” Andre Savrimoutou, Apparel & Textiles International, USA.

• “For me the Conference was a learning experience. I attended a number of the workshops and I learned a lot in dealing with guest and shore excursions managers both onboard and at corporate level. Meeting with other agents in the Caribbean and sharing experiences was invaluable,” Davis Gumbs, Vice President, Islander Taxi Service, St. Thomas, USVI.

• “The FCCA Conference provides a cohesive environment for tourism related businesses, tourism officials and tour operators alike to share views and discuss ideas with cruise line executive in efforts to influence positive change in the cruise/tourism industry. A unique business opportunity coupled with just enough organized social activity, turns this business gathering into a business vacation, one to look forward to annually. Good job FCCA,” Fabian Claxton, President, Incon, St. Croix, USVI.

• “The Conference was tremendously productive. I was delighted to participate on the “Marketing your Destination” panel because it gave me the opportunity to receive feedback on projects I'm doing in Tampa. The Conference reinforces how valuable the forum serves as an educational tool for everyone!” Gina Rathbun, Cruise Marketing Manager, Tampa Port Authority, USA.

See you at the 10th annual FCCA Caribbean Cruise Conference and Trade Show in St. Maarten, October 7-10, 2003.



FLORIDA-CARIBBEAN
CRUISE
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10th Annual
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October 7-10, 2003

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Easy Access Cruising for Everyone With No Limitations

By: Richard E. Sasso, The Sasso Group

The cruise industry has always pro-actively supported efforts to create opportunities so that guests with any physical limitations could have an equal opportunity to enjoy one of the worlds most unique and exciting vacations, a cruise.

more important for sharing ideas and resources," Laura Amor, Access & Housekeeping Specialist, Royal Caribbean International.

Following a video titled "The Ten Commandments in communicating with the handicapped" each panelist provided concepts and ideas that related to specific opportunities and "HOW TO" in working with and marketing to this special group of travelers.

As a highlight to the recent FCCA Caribbean Cruise Conference in Cancun this past September, participants in a workshop entitled "Accessible Travel - Emerging Opportunities" were enlightened by the many important facts and information provided to them by the expert panelists. Delegates were introduced to viewpoints from a variety of perspectives that could help them visualize how they too could implement and improve their own products and services directed to the accessible travel market.

Panelists in the workshop included:

Moderator: **Rick Sasso**, President,
The Sasso Group,
(Ft. Lauderdale, FL)

Panelists: **Laura Amor**, Access &
Housekeeping Specialist,
Royal Caribbean Int'l
Alfonso Fernandez,
Sales Manager, XCARET
(Mexico)

Teresa Ondrejack, VP of Operations, Accessible
Adventures (St. Thomas, U.S.V.I.)

Laurel Van Horn, Open World Magazine & Sath
Travel (New York)

"Accessible Adventures was pleased with the response to our presentation. We were happy to see that others are aware of the importance of treating disabled individuals with respect and realizing they have so much to contribute to our society," Teresa Ondrejack, VP of Operations, Accessible Adventures (St. Thomas, U.S.V.I.).

"At Royal Caribbean International and Celebrity Cruises, accessibility is a top priority. We are working diligently to make every guest's experience, both onboard and on-shore, as accessible as possible. As the number of travelers with disabilities increases, these workshops become more and



RICHARD E. SASSO

A main theme in the lively discussion revealed that there has been alot done in the past years but so much more can be done in the future. It is an evolving process for all those investing time and energy to improve the quality and availability of products that indeed can cater to the handicapped and disabled. Use of experts like SATH, COAT and others to gain insight on how your business can accommodate and benefit from making your product accessible.

A close look at the cruise industry's efforts over the past decade reveals how much has already been done. Providing more and better equipment, facilities and training is just the foundation. Amenities and services backed

by trained and qualified staff do make a difference. You can see it on the faces and read it in the complimentary letters from cruise guests who have discovered that cruising can be a perfect holiday for all.

**"We are working diligently to make every
guest's experience, both onboard and
on-shore, as accessible as possible."**

The experiences of our guests must always be a priority. Working towards improving your product so that it offers an accessible alternative to the millions who are part of this special market can be rewarding in so many ways.

You must be committed beyond the financial and educational investment, you should go above and beyond because it is the right thing to do.

2002 Essay Contest Winners

“What Steps Can We Take As A Cruise Destination To Make Cruise Passengers Feel More Welcomed While In Port?” was the theme for this years’ 2002 Florida-Caribbean Cruise Association (FCCA) Children’s Essay Competition.

Students from 31 Caribbean destinations were invited to participate in this years’ event. The contest, which is sponsored



Junior division winner Christopher Emilio Nilsson Duschkin, Quintana Roo - Mexico.

by the Association’s charitable arm, the **FCCA Foundation for the Caribbean**, was created to encourage children’s creativity and generate awareness of the vital role cruise tourism plays in the Caribbean. Now in its ninth year, the contest is conducted in two categories: a junior division for children ages 12 years old and under and a senior division for children ages 13 - 16 years.

The FCCA is proud to announce the winners, whose essays exemplified Caribbean excellence, of the 2002 Essay Competition:

- Roxanne Halley, age 14, from Anglican High School in Grenada.
- Christer Emilio Nilsson Duschkin, age 11, from Colegio Puerto Aventuras School in Mexico.

“First impressions last forever, and so it would be important to welcome cruise passengers in a Grenadian way. Cruise passengers would be greeted with melodious steel-band music from the minute the port is sighted. A full steel orchestra would be on hand, playing Grenadian Calypsos and Fold songs. A drumming group would be hired to perform in the Welcome Center along with dancers performing exciting dances such as the Bele, Stick Fight and Limbo,” expressed

Roxanne, as she describes what steps her destination can take to make passengers feel more welcomed while in port.

“A good way for visitors to be prepared and enjoy their visit is by giving them the information they need before they arrive. Tourists can read while they sail, decide what places they want to see, and what they would like to do during their stay,” stated Christopher.

Both students were hosted in Cancun, Mexico at the *FCCA Caribbean Cruise Conference and Trade Show*, September 24-27, where they read their winning essay and accepted their prize of an educational scholarship of US \$2,500 each, with their schools receiving monetary grants of US \$1,250 each. In an effort to make their stay in Mexico a memorable one, both students were able to enjoy the many festivities of the Conference and were invited to an exclusive tour of Cancun, provided by Aviomar Tours.

This year the junior division winners were:

- Darwin Heredia from Belize came in second place.
- Sarah Tatum from the Cayman Islands placed third.



Hon. Brenda Hood (2nd from right), Minister of Tourism ~ Grenada, accepts award for Senior division winner Roxanne Halley, St. George’s - Grenada.

The senior division winners were:

- Kelly Bouloy from Belize took second place.
- Jenel Fabien from Dominica emerged in third place.

Second place winners in their respective categories each received US \$1,500 as well as gaining monetary grants of US \$750 for their schools. Third place winners in each category were awarded US \$1,000 each, with US \$500 going to their schools. All other finalists from each destination were awarded US \$200 for their efforts.

Carnival Conquest

Ship Profile



Accommodations

Passenger Cabins: 1,487
(917 outside ~ 570 inside)
Suites: 52
Balcony Cabins: 504

Facilities

Passenger Decks: 13
Swimming Pools: 4
Whirlpools: 7

Deployment

Western Caribbean

Inaugural Cruise: December 1, 2002

Shipyard: Fincantieri

Shipyard Location: Monfalcone, Italy

Country of Registry: Panama

Cruising Speed: 22.5 knots

Nationality of Crew: International

Size & Capacities

Tons: 110,000

Length: 952

Maximum Draft: 27 Feet

Passengers: 2,974

Crew: 1,160

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Ship Profile



Holland America

Accommodations

Passenger Cabins: 924
(788 outside ~ 136 inside)
Suites: 162
Balcony Cabins: 623

Facilities

Passenger Decks: 10
Swimming Pools: 3
Whirlpools: 1

Deployment

Eastern Caribbean
Western Caribbean

Inaugural Cruise: November, 2002
Shipyard: Fincantieri
Shipyard Location: Monfalcone, Italy
Country of Registry: The Netherlands
Cruising Speed: 24 knots
Nationality of Crew: International

Size & Capacities
Tons: 85,000 grt.
Length: 951 feet
Maximum Draft: 26
Passengers: 1,848
Crew: 800



Ship Profile



NORWEGIAN
CRUISE LINE

Accommodations

Passenger Cabins: 1,112
(761 outside ~ 351 inside)
Suites: 145
Balcony Cabins: 366

Facilities

Passenger Decks: 15
Swimming Pools: 2
Whirlpools: 2

Deployment

Eastern/Western Caribbean
New York, Bahamas, Florida

Inaugural Cruise: December 2002
Shipyard: Meyer Werft
Shipyard Location: Papenburg, Germany
Country of Registry: Bahamas
Cruising Speed: 25 knots
Nationality of Crew: International

Size & Capacities
Tons: 92,250 grt.
Length: 965 feet
Maximum Draft: 27
Passengers: 2,224
Crew: 1,126



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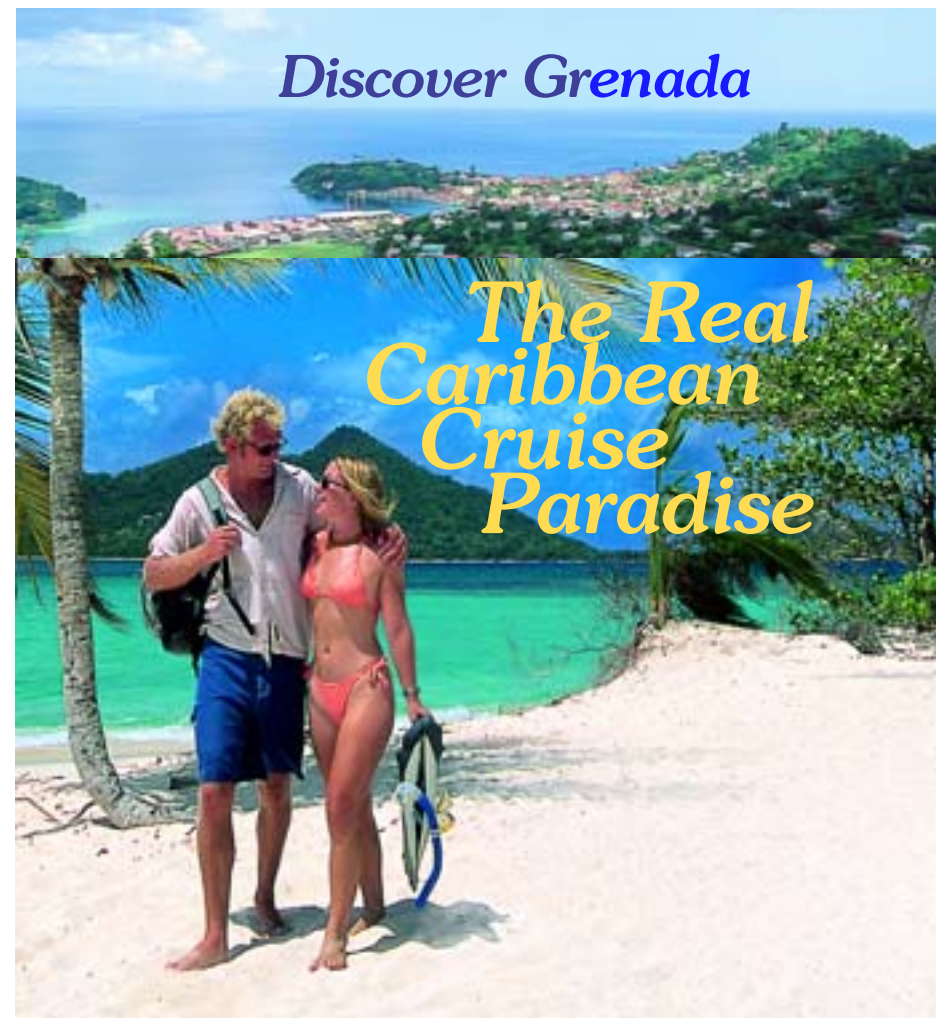
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Coral Princess

Ship Profile



PRINCESS
where i belong

Accommodations

Passenger Cabins: 987
(879 outside ~ 108 inside)
Suites: 208
Balcony Cabins: 527

Facilities

Passenger Decks: 16
Swimming Pools: 3
Whirlpools: 5

Deployment:

Panama Canal and Alaska

Inaugural Cruise: December 2002
Shipyard: Chantiers de l'Atlantique,
Shipyard Location: St. Nazaire, France
Country of Registry: Bermuda
Cruising Speed: 21.5 knots
Nationality of Crew: International

Size & Capacities
Tons: 88,000 grt.
Length: 964 feet
Maximum Draft: 26 feet
Passengers: 1,950
Crew: 900

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Loyalty, Disney Style

We offer a big thank you to Disney for providing their *Loyalty, Disney Style* seminar at our recent FCCA Conference in Cancun. This program allowed participants to interact with their surroundings, and each other. The fast paced seminar included learning methods that changed at a minimum of every six minutes. The participants did not receive a lecture; instead they were involved in self-discovery.

Sara Jones, Disney Institute Managing Facilitator, Walt Disney World Resort, gives us a run down of the program. *Loyalty, Disney Style* explains why loyalty matters. During this segment information was given to validate that loyal customers are connected to an organization's financial results.

In an effort to be helpful, to understand what loyalty looks like, use your own vacation as a starting point. Most people go on some type of vacation. Some people go to The Walt Disney World Resort, others go different places. Think about your past vacation experience - pick a vacation spot you have gone to and would return to again if you could, it could be anywhere in the world. Not everyone would choose the same spot. Why is that? Why wouldn't everyone in a group choose the same location, other than the fact that it would be too crowded if everybody went there? The reason, we all have different tastes, selecting a vacation is a very individual, emotional thing. So is selecting any product or service. Successful organizations know this. Do you think the vacation destinations like it when you praise them?

You can say the same thing for employees too. Employees will become loyal only when they identify with a company's brand. Have you ever selected a product or service because your friends use it! Frederick Reichheld is an expert on loyalty. In his book, *The Loyalty Effect*, he said: "Each time we found a company with outstanding loyalty, we also discovered a company that was delivering superior value to its customers and employees."

Many businesses think they are selling products or services. At Disney, we do more. We combine those products and services. It's not just rides, it's an experience. And we stretch the experience from beginning to end. We want every moment to count. There are decorative gates at the entrance to our property. Once you pass through those gates, we try to manage the entire experience. Even during problems that aren't our fault.

Many organizations respond to competition by lowering their

price. This is a short-term solution. Once customers become bargain hunters, loyalty shifts from the organization to the bargain. (A Behavioral View of Promotions Effects on Brand Loyalty Advances in Consumer Research, Vol 14, 1987). Organizations offer deals to attract the bargain hunters. Cable companies offer premium channels to people who watch for free, and then cancel when the charges begin. The organization's behavior is sending a message. Loyalty doesn't matter. Bargains do. Organizations that think this way ignore the importance of the relationships they establish with their customers.

Loyalty, Disney Style gives a definition of loyalty to assist in having a common understanding. This is demonstrated by listening to testimonies from experts. We explore the concept of relationships increase profits. Frederick Reichheld, author of *The Loyalty Effect* found that a 5% increase in customer loyalty could increase profits from 25% to 85% (Frederick Reichheld). It costs 5 times as much to acquire a new customer as it costs to service an existing customer. As customers get to know your organization, they spend more and cost less. They become less dependent on your employees for information and advice, and more likely to purchase premium experiences.

An organization that appeals to a customer's sense of self will get your business. Consumers must think of brands as forms of self-expressions before they can perceive them as entities they want to commit to. (The evolving Nature of Branding: Martha R. McNally and Leslie De Chernatony, 1999.) That means that people will become loyal only when they identify with your brand. For any loyalty connection to become successful, the product or service must work and deliver superior value. We want every minute to count. Superior value works for a while, but success breeds copycats. When an organization reaches superior value, consumers cannot stop bragging about the value they got.

What about loyal employees? Many employees choose to work with an organization that fits their identity. If an employee does not believe in the product, they won't sell it convincingly to customers. One study showed that the quality of the relationship with an employee's leader was the most important reason why an employee would leave an organization (DDI Benchmarking Study, 2001). Another study showed that having a "caring boss" was more important than money or benefits to the majority of the 2,000,000 employees surveyed. The same study reported both tenure and pro-

ductivity were determined by employees' relationship with their immediate supervisor (Gallup Survey, 2000).

Leader to Cast and Cast to Guest interactions build our business. We estimate that the typical Guest comes into contact with 60 Cast Members during a single day. Every one of those contacts is a chance to build, or destroy, the relationship. Even though it may seem like a stretch, the key is to become as good as possible in each component.

To summarize, organizations that understand the financial impact of why loyalty matters and have a clear understanding of a loyal customer are more than likely connecting with customers to achieve maximum loyalty. Organizations that aggressively strive to identify with the customer and create superior value while maintaining a relationship reach the maximum possible loyalty. Employees and customers who feel a strong connection in all three areas become lifetime champions.

Walt Disney himself said it: "Part of the Disney success is our ability to create a believable world of dreams that appeals to all age groups. The kind of entertainment we create is meant to appeal to every member of the family."



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Vendors & The Cruise Lines ~ Everybody Wins Together

By: Renee Betancourt, Cariblink

The goal of this sourcing panel was to provide a forum for audience participants to engage in open dialogue with the panelists. The members of the panel included cruise industry purchasing executives as well as vendors. After a brief commentary by each panelist, the floor was opened for discussion and questions.

Several points of discussion emerged which underlined both the breakthroughs achieved by vendors to date as well as opportunities that still lie ahead. Successful vendors highlighted the key factors which have helped them achieve sales. Among them they listed:

- *Understanding the purchasing environment, listening to the needs of the industry, positioning their product with in a specific niche and providing excellent customer service.*
- *They also pointed out that because the cruise industry is dynamic and ever changing, any successful vendor with staying power must be ready to respond to new trends and emerging systems.*

In the area of future opportunities, cruise executives pointed out that vendors should not ignore the potential that forming alliances with distributors may hold for them. It was noted

that distributors already have the process and delivery networks in place and that this can be a viable way, particularly for smaller vendors, to approach the cruise market.

Another area of opportunity that emerged from the discussions was the possibility of working with concessionaires. This has already proven very successful for many vendors from the Caribbean and Panama who have been able to supply itinerary specific merchandise. Representatives from Starboard Cruise Services pointed out that itinerary specific merchandising is a growing area for them as are special sales events, trunk shows and other onboard sales programs.

Quite a bit of discussion also centered on the viability of products which are considered local to the destinations such as rums and condiments from the Caribbean. In this regard, cruise executives explained that in most cases passenger preferences drive purchasing decisions. Brand loyalty is especially strong in the food and beverage area where passengers expect to find favorite brands available. Creating brand awareness among consumers in the United States as well as shore side sales to passengers at the destination points were considered the best strategies for vendors of these commodities. However, it was made clear that evolving trends can always offer new opportunities for vendors.

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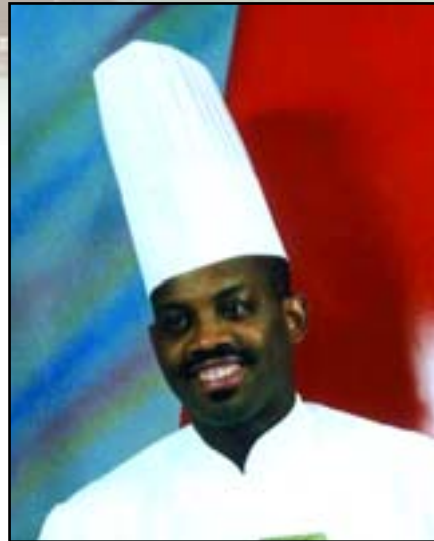


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FACES IN THE INDUSTRY

Ryan Watson - Sous Chef B - Costa Cruise Lines



My name is Ryan Watson. I work onboard the Costa Atlantica as the Sous Chef B. I have been working for Costa Cruise Lines for 11 years now, since November 27th, 1991 when I started as a 3rd Cook.

My first experience with Costa in 1991 was very positive. Through the years I have realized that Costa Cruise Lines is the number one Cruise Liner.

I have worked with many different Chefs and galley personnel of different nationalities, having the possibility to gain experience and learn their country's specialties.

As Sous Chef B, I am responsible for the self-service preparation and service for Breakfast, Lunch and Alternative Dinners. I also supervise the galley personnel composed of 12 members. Sanitation for me is very important. In fact, during the last U.S. sanitation inspection I dealt with the U.S. inspectors and I am proud to say that we have reached a score of 97 points.

During Caribbean cruises we also serve Jamaican dishes in our menus, such as the well-known Jamaican rice & beans with the delicious chicken cooked Jamaican style.

My biggest dream is to continue being a member of Costa Cruise Lines and also maybe one day to have the possibility to be the Executive Chef for one of the Costa ships.

Regarding all my previous promotions through Costa, I feel I have not changed my personality and I have had no difficulty with any crew member on board.

Thanks to Costa Cruise Lines I have visited and seen many beautiful places and I have also made myself a wonderful life. 🍹

Jamaica

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Around The Caribbean



Francisco Avila Camberos, Secretaria de Comunicaciones y Transporte ~ Mexico, accepts FCCA Foundation grant from Micky Arison.



FCCA delegation, Michele M. Paige, Michael Ronan, & Stephen Nielsen (left to right) meet with the Hon. Noel Lynch (2nd from right), Minister of Tourism ~ Barbados.



Micky Arison accepts a donation for the FCCA Foundation from Nolan Andrews, International Cruise & Ferry Review.

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