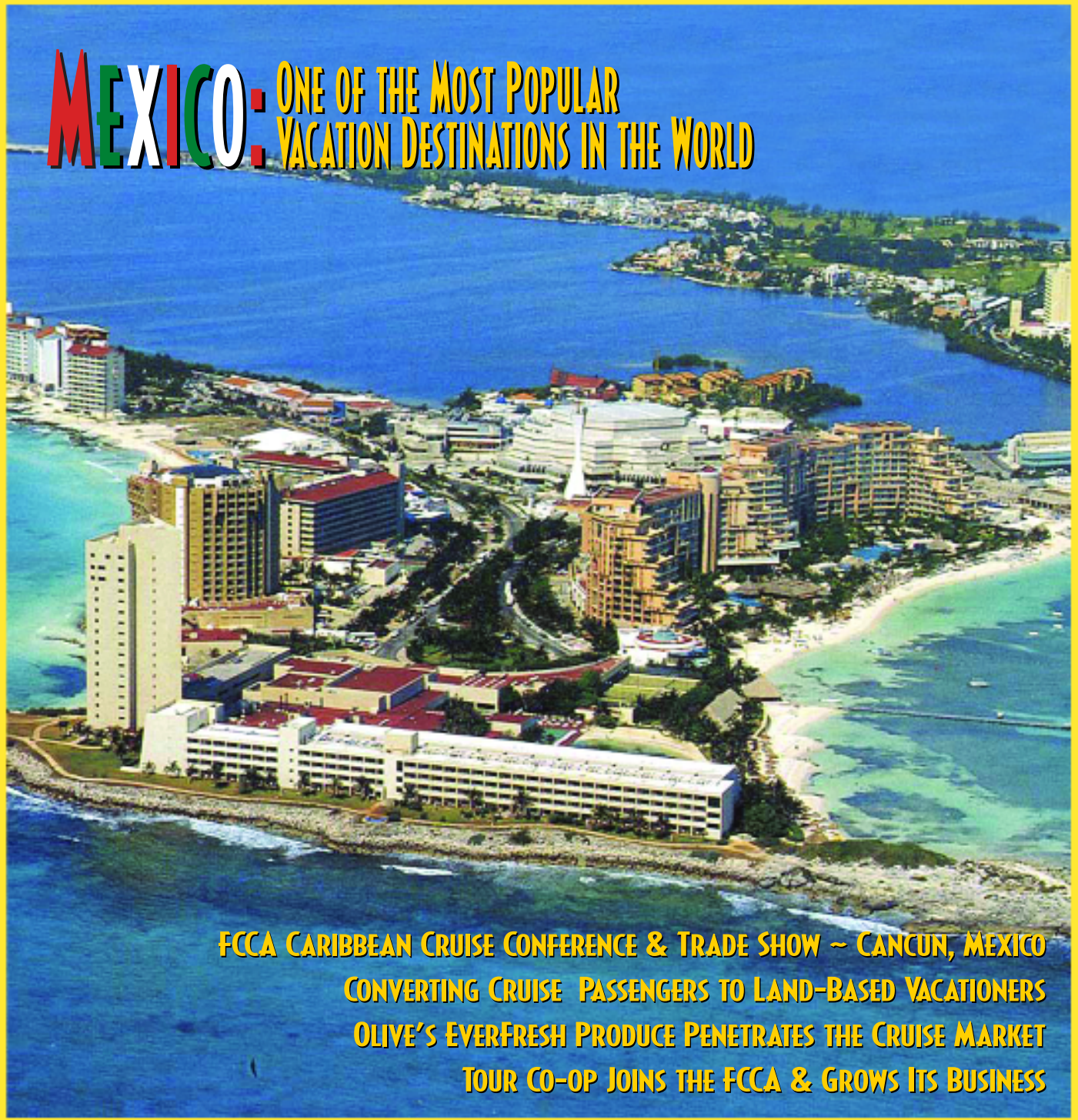




Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE
Third Quarter 2002

MEXICO: ONE OF THE MOST POPULAR
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TOUR CO-OP JOINS THE FCCA & GROWS ITS BUSINESS



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*Florida-Caribbean Cruise Association (FCCA)
11200 Pines Blvd., Suite 201
Pembroke Pines, FL 33026
Phone: (954) 441-8881 • Fax: (954) 441-3171
Website: www.f-cca.com • E-mail: fcca@f-cca.com*

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THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

Third Quarter 2002

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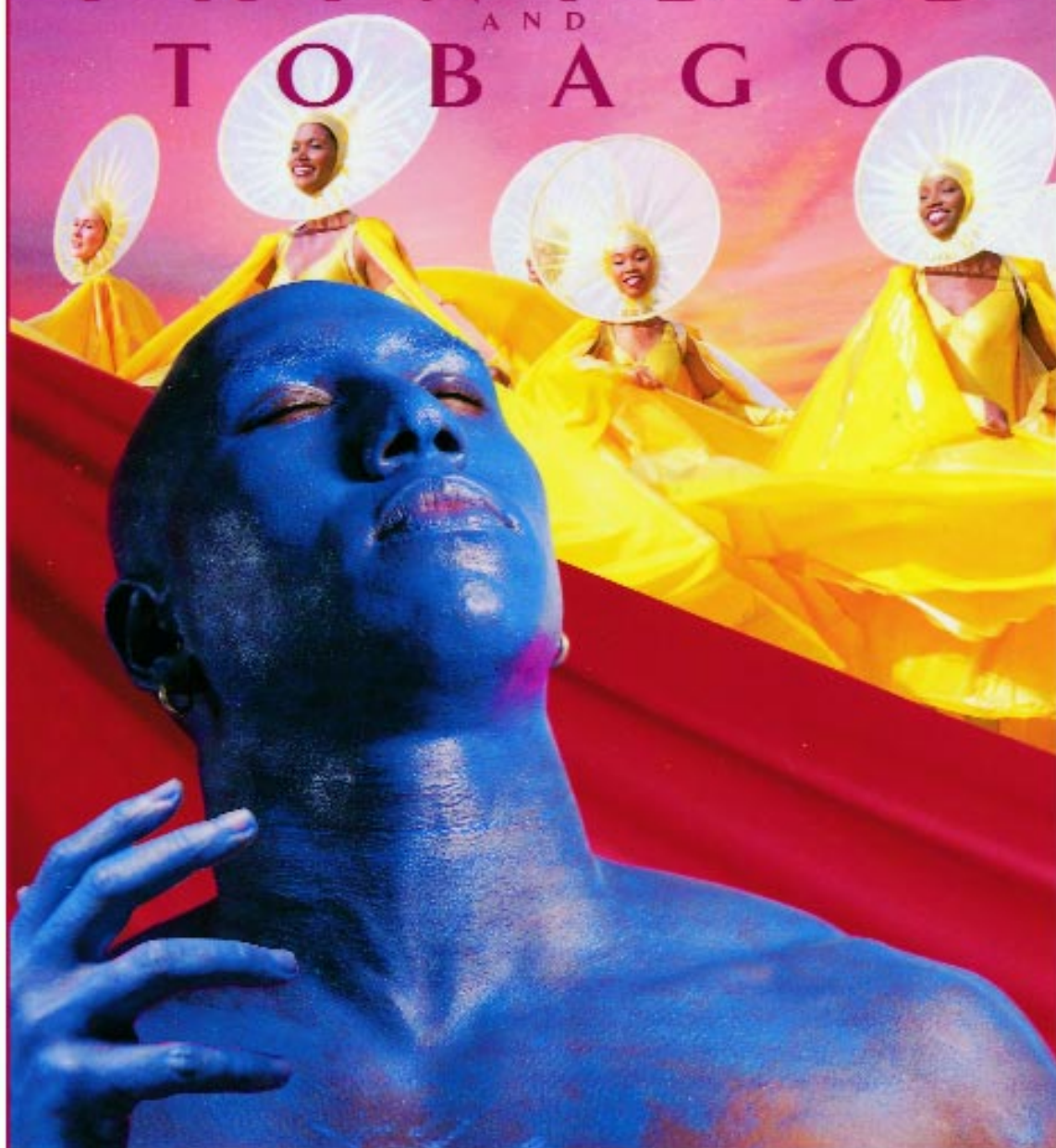
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*Carnival Cruise Lines • Celebrity Cruises • Costa Cruise Lines
Cunard Line • Disney Cruise Line • Holland America Line
Norwegian Cruise Line • Princess Cruises • Regal Cruises
Royal Caribbean International • Seabourn Cruise Line
Sun Cruises • Topaz International Cruises*

DISCOVER TRINIDAD AND TOBAGO



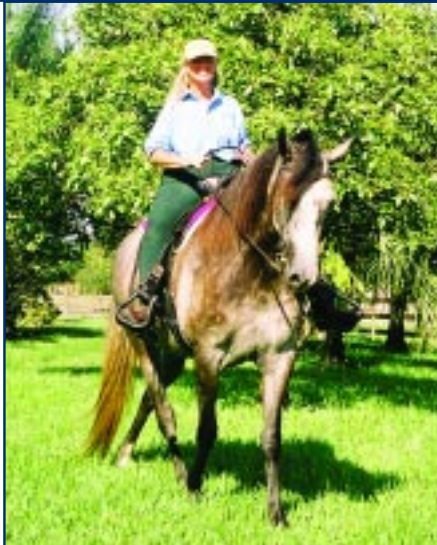
TRINIDAD & TOBAGO

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President's Letter



Bella & Michele

Great News, the Conference is coming... the Conference is coming... the Conference is coming...

With the *FCCA Caribbean Cruise Conference & Trade Show* just a few weeks down the road, I hope everyone is starting to get excited – I know I am!

Last year's troubled times and their lingering effects remain a heavy burden on us all. It will be good to see all our friends, old and new, at the Conference in Cancun, Mexico. I have found myself reaching out to my friends and family a lot this past year - just to remind myself that I am not alone, that everything is all right. That is why I am especially looking forward to this year's event, because the FCCA Conference is like a family get-together. It is the one time during the year that cruise executives from the 13 FCCA Member Cruise Lines and all our good friends in the cruise industry come together... and reach out to each other and try to make everything all right.

This Conference issue of *Caribbean Cruising* is geared toward preparing our friends/partners for what they can expect at this year's event. The feature article, contributed by **Giora Israel**, Vice President, Strategic Planning – Carnival Corporation, explains how Mexico's appeal has been transformed into unprecedented growth. Murray Markin, President - Strategic Decisions Incorporated, examines the dynamic between the cruise industry and hoteliers, providing insights on how this relationship can create a win-win situation for all. This is a topic that will once again be addressed at one of the Conference workshops this year. Also, we have included an article written by Olivia Ferreira, Managing Director - Olive's EverFresh Produce, which provides a historical overview of how her business was able to penetrate the cruise market through effort, perseverance and their interaction with the FCCA.

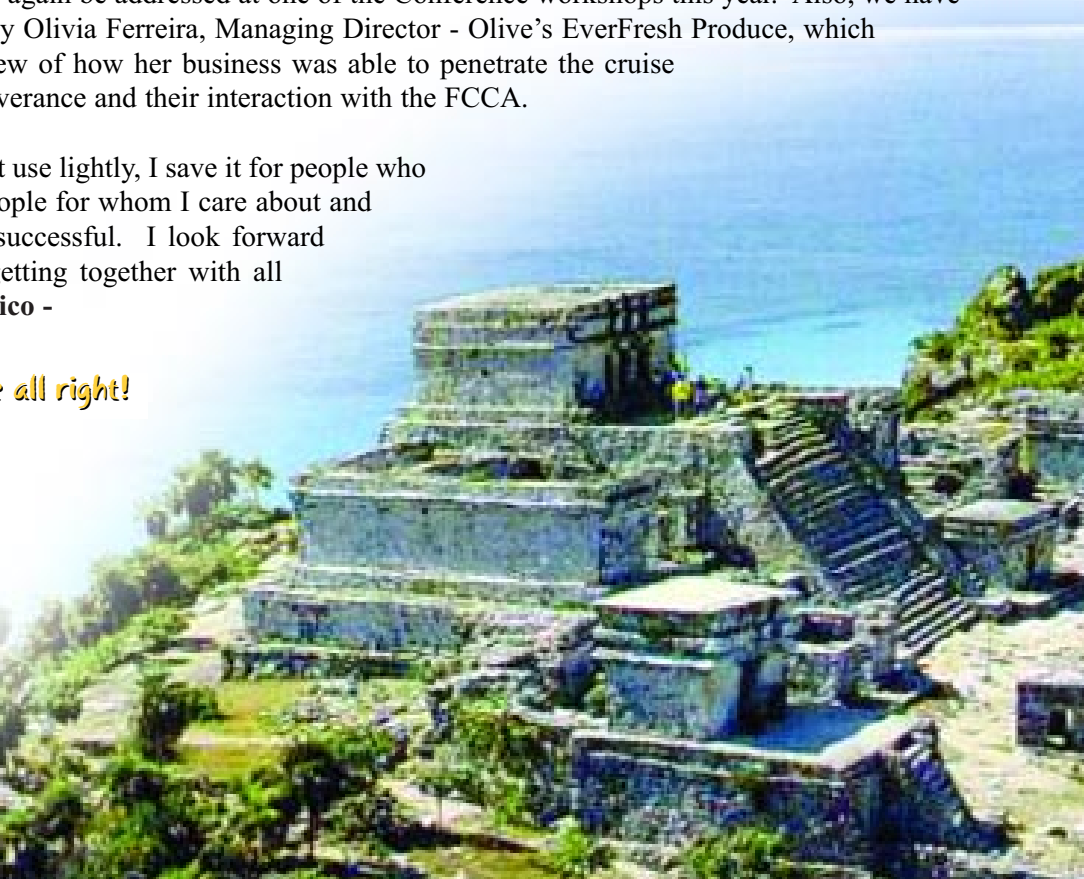
Friend is a word that I do not use lightly, I save it for people who have done right by me... people for whom I care about and that I wish to see become successful. I look forward with great anticipation to getting together with all my friends in **Cancun, Mexico - September 24-27...**

... And I know, it will be all right!

Respectfully yours,

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

Michele M. Paige



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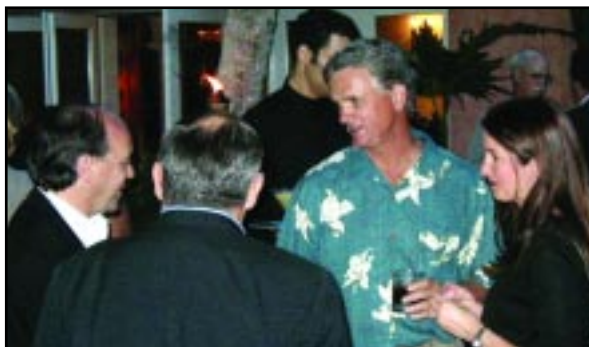


The St. Kitts Scenic Railway will soon become the Caribbean's most sought after shore excursion! Get on board today.

Call 1-869-465-7263 for group reservations and information. Or e-mail sksr2@caribsurf.com.

Platinum Members Build a Foundation for Long-Term Relations

As part of the many benefits of the Platinum Membership Program, this year the *Platinum Associate Membership Advisory Council (PAMAC)* joined cruise executives from FCCA's 13 Member Lines at an exclusive meeting held in Miami, Florida at the Biltmore Hotel on April 29, 2002.



Jack Williams, President & COO, Royal Caribbean International & Celebrity Cruises (2nd from right), hosts FCCA Platinum Members.

The day's events commenced with a luncheon for the Council and Cruise Executives; representatives of various public and private sector companies from the Caribbean, South America, Central America, Mexico and the United States discussed issues particular to their destinations with cruise executives and resolved issues brought forth from prior meetings. At the close of the meeting, the FCCA's Security/Operations Committee Chairman **Michael Ronan**, Associate Vice

Council members were greeted by a Mexican Mariachi band as they arrived at the Williams' residence. This intimate social setting gave existing members the exclusive opportunity to build on their relationships with the cruise executives, and presented new members with the opportunity to build a foundation for long-term relations with all attendees.

"My first opportunity to participate in a platinum event provided an inviting forum to discuss industry issues in a smaller informal setting. All ports need to develop long-term associations with the cruise lines and this event supports those relationships. The warm intimate dinner at Jack Williams' home certainly added to the special attention we seek," commented **Gina Rathbun**, Manager of Cruise Marketing, Tampa Port Authority.

Jill McCall, Regional Sales Manager, Atlantis Adventures, expressed her thoughts on the event; "As Platinum Members of the FCCA, Atlantis Adventures finds social events such as the dinner at Jack Williams' home to be excellent opportunities for developing and strengthening relationships with the leaders of the cruise industry."

As Platinum Members and FCCA Member Lines' cruise executives await the next Platinum event, we at the FCCA thank them all for their attendance and continued partnership.



President, Destination Development, Royal Caribbean International, introduced new Platinum Members to the Council. "Our participation in this event as a new Platinum Member was very successful. We met key Cruise Lines' executives and discussed important issues for the future of Nicaragua's cruise industry. It was also very educational to hear the experiences from other members and to learn from traditional cruise destinations as well as from new-comers into this exciting industry," declared **Raul Calvet**, Promotions & Marketing Director, Nicaraguan Institute of Tourism.

To conclude the day's events Platinum Members were invited to an exclusive dinner reception hosted by **Jack Williams**, President & COO, Royal Caribbean International & Celebrity Cruises. As a prelude to the evenings festivities,



We eagerly look forward to seeing all our PAMAC partners at the next round of meetings/events scheduled to take place during the **9th Annual FCCA Caribbean Cruise Conference and Trade Show in Cancun, Mexico.**

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P.O. Box 5088, Managua, Nicaragua

Tel.: 011-505-222-3333 • **Fax:** 011-505-222-6610 • **E-mail:** info@rcalvet.com

The Institute of Tourism of Nicaragua is the Government Agency in charge of promoting tourism. One of the important market segments in development is the Cruise Ships Industry. We have two main ports in the Pacific with sufficient tourism attractions to make a ship call economically interesting. Cruise ship operations in Nicaragua began with Holland America Line and Windstar. We are diligently working on expanding to use other ports as well.



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FCCA ASSOCIATE MEMBERSHIP PROGRAM – COME JOIN OUR FAMILY!



This year's Conference Agenda in Cancun, Mexico is gearing up to be Hot, Hot, Hot...“Muy Caliente!”

The FCCA Associate Membership Program is the first step in developing a partnership between your organization and the cruise industry. Therefore, with this year's Conference being just around the corner, here are some highlights designed to give Associate Members the opportunity to begin building their relationships with the cruise executives and other industry partners attending the 9th Annual **FCCA Caribbean Cruise Conference and Trade Show**.

The Members of the Platinum Associate Member Advisory Council (PAMAC) will have the opportunity to meet with executives from FCCA's 13 Member Lines to discuss issues brought

forth from previous PAMAC meetings and to also address items pertaining to their respective businesses at an Exclusive Lunch and Meeting scheduled for Thursday, September 26th in Cancun, Mexico from 11:30 am - 1:30 pm.

Both Platinum and Associate Members will be provided with an additional networking opportunity to interact with cruise executives and other industry partners during an Exclusive Tour & Lunch @ XCARET scheduled for Friday, September 27th from 8:30am - 4:00pm.

XCARET, nature's sacred paradise, was for more than 10 centuries one of the most important Mayan ceremonial centers and seaports. Today, it is an incredible eco-archeological park for you to enjoy while discovering its infinite history and natural wonders.

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As the Major Sponsor of the Special Olympics - Caribbean, The FCCA Provides Tangible Support...

The Florida-Caribbean Cruise Association's Foundation for the Caribbean has been championing the Special Olympics-Caribbean for a number of years and is committed to providing tangible support to improve the lives of all Caribbean people. It is with that in mind that we continue the

"Let me win, but if I can not win, let me be brave in the attempt."

mission of the Special Olympics-Caribbean, of rallying the Caribbean people to strengthen their communities by acknowledging that each and every person of any age, race, religion, political persuasion, education or economic stature can make a difference if and when given the opportunity. The Florida-Caribbean Cruise Association (FCCA) fully sup-



ports the Special Olympics and their motto: "Let me win, but if I can not win, let me be brave in the attempt."

The FCCA is the major sponsor of Special Olympics-Caribbean and has supported the outreach efforts and expansion of train-

ing programs, as well as athletes' participation in competitions. Over \$400,000 has been given in grants to benefit Special Olympics' programs in the Caribbean since the **FCCA Foundation for the Caribbean** was launched in 1993.



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FCCA Member Lines & Cruise Industry Partners Come Together to Meet the Challenges of

Last year's FCCA Caribbean Cruise Conference & Trade Show in Aruba was a tremendous success – thanks to the impressive show of support by the nearly 800 attendees, in spite of the tragic events of September 11. The Member Lines of the Florida-Caribbean Cruise Association, led by FCCA Chairman Micky Arison, once again demonstrated their commitment to the Caribbean Region, who in turn demonstrated its partnership by supporting the event.

By attending the Conference, cruise industry partners from throughout the Caribbean Region further demonstrated that they are winners. Winners who endure change, and refuse to let fear control them. Winners who don't give up, when the going gets rough. Winners that don't stay down, but stubbornly climb back up. Winners who are positive thinkers, and see the light at the end of the tunnel. Winners who believe that through hard work, they



Capt. Karre Bakke, Norwegian Cruise Line, at the FCCA one-on-one meetings in Aruba..



Panelists, from left to right: Terry Thornton (Carnival), Vincent Vanderpool-Wallace (Bahamas Ministry of Tourism), Howard Frank (Carnival), Horace Hord (Aruba Hotel & Tourism Association), and Steve Nielsen (Princess), for the "Converting Cruise Passengers to Land-Based Vacationers" workshop at last year's FCCA Conference.

will achieve their goals. Winners like you... cruise industry partners from throughout the Caribbean Region.

This year, the Conference's business sessions, social functions and trade show, will again provide a superb forum for the exchange of information, sharing of ideas and cultivation of valuable business relationships.

CONFERENCE BENEFITS:

- You will increase your cruise industry contact base; dozens of cruise executives from the Operations, Purchasing, Marketing and Shore Excursions areas will be in attendance, and committed to work with you.
- You will gain insights on what the cruise industry's needs are and what they are looking for in terms of products, services and ports of call.
- You will establish a clear

vision on how to proceed on the road to success in dealing with the Cruise Lines.

- You will save time, effort and money – this is the only time and place where the top decision makers from the 13 FCCA Member Cruise Lines come together.

Don't forget, success means setting goals and holding the course to reach them. Success comes to those who are willing to work hard and who are dedicated to achieving their goals. But

most of all, success comes to those who reach out and embrace an opportunity when it comes along... **the 9th Annual FCCA Caribbean Cruise Conference & Trade Show – Cancun, Mexico, September 24-27, 2002.**



Cruise Executives and Conference attendees at the "Barefoot Beach Party" in Aruba.

Don't miss this opportunity to join fellow cruise industry partners who are dedicated to work together to meet the Challenges of Today! 🌴



Meeting the Challenges of Today... FCCA Caribbean Cruise Conference & Trade Show

**September 24-27, 2002
Cancun, Mexico**



MONDAY, SEPTEMBER 23RD

Conference Registration 1:30 PM - 5:00 PM
Conference Registration 7:00 PM - 8:30 PM
Trade Show, Exhibitor move-in 4:00 PM - 10:00 PM

TUESDAY, SEPTEMBER 24TH

FCCA Golf Tournament & Luncheon 6:30 AM - 1:00 PM
(SEPARATE REGISTRATION REQUIRED)
Trade Show, Exhibitor move-in 8:00 AM - 12:00 PM
Tours 8:30 AM - 12:30 PM
Conference Registration 9:30 AM - 1:30 PM
Cocktail Reception @ Trade Show 1:30 PM - 2:30 PM
Trade Show Grand Opening 2:00 PM - 5:00 PM
Conference Registration 2:30 PM - 7:30 PM
Business Card Exchange, Cocktail Party 6:00 PM - 7:00 PM
(CRUISE EXECUTIVES & DELEGATES ONLY)
Welcome Party @ The Fiesta Americana 7:30 PM - 11:00 PM

WEDNESDAY, SEPTEMBER 25TH

Exclusive Breakfast & Meeting 7:00 AM - 8:00 AM
(CRUISE EXECUTIVES ONLY)
Breakfast 7:00 AM - 8:15 AM
Conference Registration 7:30 AM - 12:30 PM
Conference Grand Opening Ceremony 8:45 AM - 9:45 AM
Coffee Break @ Trade Show 10:00 AM - 11:00 AM
Trade Show 10:00 AM - 12:00 PM
Lunch 12:00 PM - 2:00 PM

Informal Breakouts, one-on-one meetings 2:00 PM - 3:30 PM
(CRUISE EXECUTIVES & DELEGATES ONLY)
Trade Show 2:00 PM - 5:00 PM
Coffee Break @ Trade Show 3:00 PM - 4:00 PM
Workshops - Session I 3:30 PM - 5:00 PM
Mexico Night Extravaganza @ XCARET 7:00 PM - 11:00 PM

THURSDAY, SEPTEMBER 26TH

Breakfast @ Trade Show 7:30 AM - 9:00 AM
Trade Show 8:00 AM - 12:00 PM
Informal Breakouts, one-on-one meetings 9:00 AM - 11:30 AM
(CRUISE EXECUTIVES & DELEGATES ONLY)
Coffee Break @ Trade Show 10:00 AM - 11:00 AM
Exclusive Lunch & Meeting 11:30 AM - 1:30 PM
(CRUISE EXECUTIVES & PLATINUM MEMBERS ONLY)
Lunch 12:00 PM - 1:30 PM
Trade Show, Exhibitor tear-down 12:00 PM - 7:00 PM
Workshops - Session II 1:30 PM - 3:00 PM
Coffee Break @ Workshops 3:00 PM - 3:30 PM
Workshops - Session III 3:30 PM - 5:00 PM
Conference Closing Party 7:30 PM - 11:00 PM

FRIDAY, SEPTEMBER 27TH

Breakfast 7:30 AM - 9:00 AM
Tours 8:30 AM - 12:30 PM
Exclusive Tour & Lunch @ XCARET 8:30 AM - 4:00 PM
(CRUISE EXECUTIVES & PLATINUM/ASSOCIATE MEMBERS ONLY)

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Converting Cruise Passengers to Land-Based Vacationers

By: Murray Markin - President, Strategic Decisions Incorporated

The cruise industry has experienced considerable growth since its start-up some 36 years ago. As the industry has grown and matured, with many destinations sharing in that growth, some industry pundits, primarily hoteliers, have raised the question – shouldn't destinations be viewing the cruise industry as competition? Our answer to that question is 'yes and no' – the amount of "yes", versus the amount of "no", dependent on how attractive a cruise port the destination is, and how well it "works the opportunity."

For almost two decades, *Strategic Decisions* has been monitoring cruisers to learn their motivations, decision processes, reactions, and future plans.

Cruise Passengers' Likelihood to Return for Land-Based Vacation Because of Cruise Experience

Port	Percent
Antigua	50%
Aruba	54%
Bahamas	45%
Barbados	53%
Cayman	42%
Cozumel	67%
Jamaica	60%
San Juan	48%
St. Kitts	39%
U.S.V.I.	64%

Source: 2001
PriceWaterhouseCoopers Study

Subject relevant findings include:

- The vast majority of cruise passengers would not have visited their ports of call if not for the cruise they took.
- Meaningful proportions of cruise passengers have returned or plan to return to a destination because of their cruise visit; and, there is a correlation between how highly the passenger rates the cruise call and his or her interest in returning.
- The ability to visit several places on one trip is a primary reason for choosing cruising as a mode of vacation.
- The majority of cruisers do not take a cruise "instead of" another form of vacation.

Basically, our analysis of the situation is that cruising more likely introduces consumers to destinations than diverts them from land-based packages, vacationers that enjoyed the taste of a destination afforded by the cruise visit are good candidates for a return visit, and both the cruise lines and the destinations should focus on how to get them back rather than how to change their opinion.

Some thoughts in that regard:

- Destinations should try to attract more cruise passengers. This allows them to accrue the direct benefits derived from passenger calls as well as build the pot of potential returnees.
- Destinations should try to offer more products that can be experienced during

a single cruise call – so visitors want to come back to try the rest.

- The shoreside product should be expanded to include more "staymore exposure" – exposure of the hotels and their facilities.
- Destinations should capture visitor information and develop targeted direct marketing campaigns to those consumers.
- Hoteliers, tourist boards and port authorities should work together to make it happen. One way to foster the cooperative process is to have all involved entities participate on a destination's cruise committee.
- Don't forget about the crew; make their experience a positive one – they communicate a message to passengers and management and spend money!
- Talk to the cruise lines' marketing people, they may have some constructive thoughts.

Some destinations are already implementing programs designed to entice cruise passengers to return to their destination:

• Antigua

Beginning in November of this year, Antigua plans to introduce a website to encourage cruise passengers to return to the Island as stay-over guests. The site will feature information on resorts, restaurants, tours and attractions. From the site they are hoping to capture enough data for a direct marketing program.



• Jamaica

At the Montego Bay Cruise Ship Terminal, passengers are being offered an opportunity to win a week's vacation for two, inclusive of meals and airfare from select gateway cities in exchange for completing a questionnaire. Information received will be used to develop a database for direct marketing purposes.

• St. Kitts

Tropical Shipping and the St. Kitts Tourism Authority have joined forces in offering a "Comeback Program" to all cruise passengers arriving on the Island during the 2001 - 2002 cruise ship season. The program offers a limited edition of redemption coins, which will be made available to every passenger who disembarks onto the Island. Each coin can be redeemed for specially reduced rates for hotels, restaurants, shops and tours, by cruise passengers returning as land-

based vacationers. To access information on this program, a dedicated 800 number and website (www.freestaycaribbean.com) are provided on each coin.

As you can see, there definitely are ways to grow return visitation. A first step is to appreciate that the cruise line/destination relationship can create a win-win situation. 🍷

FCCA Caribbean Cruise Conference & Trade Show Cancun, Mexico ~ September 24-27, 2002

MARKETING WORKSHOP ~ Converting Cruise Passengers to Land-Based Vacationers: Hotel Industry vs. Cruise Industry – A friendly debate between the Hoteliers and the Cruise Industry in an attempt to work together to examine what both parties are doing and what can be done to increase the return rate of cruise passengers as land-based vacationers.

MODERATOR:

Terry Thornton, VP, Market Planning, Carnival Cruise Lines

INVITED PANELISTS:

Gordon "Butch" Stewart - Chairman, Sandals

Vincent Vanderpool Wallace - Director General, Bahamas Ministry of Tourism

Richard Sasso – President, The Sasso Group

Jack Mylott – Vice President, Tropical Shipping

Pamela Richards – Commissioner of Tourism, U.S.V.I.



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FCCA Poster Competition - Past & Present

It seems like we just celebrated the outstanding accomplishments of the 2002 **FCCA Foundation for the Caribbean** Children's Environmental Poster Competition and we are already in motion for the 2003 competition.

The poster competition, now in its sixth year, has been very successful in promoting environmental awareness and stimulating creativity among students throughout the Caribbean Region. In addition, this program has also assisted with the advancing of students' education through the provision of monetary scholarships.

The FCCA is proud and honored to take a look back at the past winners of this competition throughout the years and once again offer our congratulations.

1998 - "My Caribbean, Your Caribbean... To Protect and Preserve"

Junior Division: Kelron Liburd, 8 years - Nevis
Senior Division: Xavier Henry, 14 years - Antigua

1999 - "My Country... Keeping it Clean and Green"

Junior Division: Peter John Pineda, 11 years - Aruba
Senior Division: Judene Yee Sing, 15 years - Jamaica

2000 - "Reuse, Recycle... Renew the Caribbean"

Junior Division: Ilana George, 10 years - Turks & Caicos Islands
Senior Division: Cary Eaglin, Jr., 16 years - U.S. Virgin Islands

2001 - "We all Make a Difference... For Good or Bad"

Junior Division: Khamiya Henry, 11 years - Trinidad & Tobago
Senior Division: Samal Duggins, 16 years - St. Kitts

2002 - "The Nature of the Islands: Plants and Animals of the Caribbean"

Junior Division: Cassius Ebanks, 11 years - Cayman Islands
Senior Division: Ayodhya Ouditt, 13 years - Trinidad & Tobago

2003 - "Our World is Precious... Save our Land & Seas"

Students from throughout the Caribbean are invited to compete...

Junior Division: Children age 12 years and under.
Senior Division: Children ages, 13-16 years.

First place winners from both categories will be invited to accept their prizes at the **9th Annual FCCA Gala Dinner in Miami, Florida - March 6, 2003.**

For further information on the poster contest, please contact your local Ministry of Tourism or contact Victoria Lalta, Florida-Caribbean Cruise Association, at Tel: (954) 441-8881, Fax: (954) 441-3171 or E-mail: vlalta@f-cca.com.

CAYMAN TAKES FIRST PLACE

To further reward the 2002 FCCA Foundation for the Caribbean Environmental Poster Competition's first place winner in the Junior Division, Cassius Ebanks of the Cayman Islands, the FCCA arranged for the entire class of the Georgetown Primary School to be treated to an Atlantis Submarine excursion - compliments of FCCA Platinum Associate Member, Atlantis Adventures. George Town Primary School was also awarded US \$500 for art supplies due to Cassius' efforts. On behalf of the FCCA, Cayman Islands' Director of Tourism, **Lania Rittenhouse**, presented



the check to the school's principal, Mrs. Marie Martin.

Having won the competition earlier in the year, Cassius was awarded a cash scholarship of US \$ 2,500, which he accepted on March 14 in Miami, Florida during this year's **FCCA Gala Dinner Extravaganza**.

"We are excited that Cassius was able to represent the wealth of talented young people in the Cayman Islands," said **Hon. McKeever Bush**, Minister of Tourism, "It does us proud when our children are recognized and awarded for their efforts in such an international arena."

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Cayman Islands... Striving for Excellence

By: Adam Ceserano, Manager, Marketing & Sales, FCCA

In terms of customer service “Good is not good enough,” Chamber of Commerce of the Cayman Islands’ President Conor O’Dea declared during his opening remarks at the Florida-Caribbean Cruise Association’s training seminars in the Cayman Islands which were held at the Westin Casuarina Resort, July 25-27, 2002. The Westin Casuarina Resort where

the sessions were held was amazing, thus kicking-off the “Customer Service Seminars” in style and providing attendees with a taste of excellent service for them to emulate. For three days I had the pleasure to instruct the people of the Cayman Islands on improving their customer service to the cruise passengers and other tourists visiting their Island. With so many new people cruising now and with so much competition in the travel industry, the manner in which your destination provides customer service can go a long way toward bringing tourists back to your Island. The people of the Cayman Islands know this fact and are not resting on “good” being enough... they want to achieve excellence.

The training sessions presented in the Cayman Islands; “Service Excellence,” “Cruise Passengers = Profits” and “Caribbean Taxi Pride,” were organized in joint cooperation between the FCCA, the Department of Tourism, Ministry of Tourism, and Chamber of Commerce of the Cayman Islands. All three sessions were well received with over 300 people being trained, including frontline employees in various industries such as: Health Services, Customs, Immigration, Postal Services, and the Police Department. Some service employees who participated were hotel staff, retail shops’ staff, tour operator staff and restaurant employees. With such a great turnout, the Cayman Islands is well on their way to achieving their goal of being the number one customer service provider in the Caribbean. “Good customer service has become one the most important aspects of the vacation experience,”

stated Cayman Islands’ Director of Tourism, *Mrs. Lania Rittenhouse*.

This Island definitely has its focus on the cruise passengers’ needs, wants and desires. The people of the Cayman Islands have so much pride in themselves that even after three full

days of sessions many people wanted to know when there would be more. The Cayman Islands are on a never-ending crusade for “perfect customer service”, excellence is all that counts. With all their hard work and the pride they take in the little things they do, I believe they are well on their way.

I would like to send special thanks to all the people who made these seminars possible: Alma McKenzie and Ishwar

Persad from Department of Tourism of the Cayman Islands, Colleen Williams with the Chamber of Commerce of the Cayman Islands. Without their help these seminars would have never been brought to the Cayman Islands. 🙏



Hon. McKeever Bush (3rd from right) and Mrs. Lania Rittenhouse (2nd from right) attend the FCCA Training Seminars in the Cayman Islands.



If you are interested in improving your customer service skills, please contact your destination’s Ministry/ Department of Tourism and ask them to make arrangements with the FCCA. We look forward to assisting you in your quest to achieve “perfect customer service.”



Mexico:

By: Giora Israel ~ Vice President, Strategic Planning, Carnival Corporation

What makes Mexico a great place to visit? Beautiful beaches, palm trees, good food, plenty of Coronas, margaritas, and friendly people.

Surrounded by both the Atlantic and Pacific Oceans, Mexico is home to numerous coastal cities, sunny warm weather and stunning beaches – a true tropical paradise and perfect escape from reality. It's really no wonder why Mexico has become one of the most popular vacation destinations in the world.

Not only do many vacationers flock to this popular region, numerous cruise lines also call at Mexico. Its location provides easy access for cruise ships to sail to both sides of the country, visiting some of the most popular seaside towns. From Cozumel and Playa del Carmen in the east coast to Mazatlan and Puerto Vallarta in the west, Mexico is a hub for ships, bringing in hundreds of thousands of visitors to this country each year.

Cruising to Mexico is also a convenient method to visit the country as many ships depart from a number of North American homeports. For instance, Carnival Cruise Lines sails to Mexico from eight different homeports, and guests can choose from as many as 14 different ships, which operate from three to 16 days in length. Whether they want to take a four-day cruise to Cozumel from New Orleans or spend a week sailing to Puerto Vallarta, Mazatlan and Cabo San Lucas from Los Angeles, cruise ships offer a wide range of options for guests to visit Mexico.

The beauty of visiting Mexico via a cruise ship is that guests can get a little taste of each city and if they like it, they can always come back for more. Some ships even sail to multiple Mexican ports during one voyage, allowing guests to see more of what this country has to offer.

And what Mexico has to offer is fun – lots of it – and that's what vacationers look for when they want to escape from their everyday world. Visitors can shop till they drop or bask in the sun while sipping a cold drink. Or if they're looking for something more adventurous, Mexico also offers a variety of watersports, such as snorkeling, scuba diving and deep-sea fishing.

Let's not overlook the tasty cuisine. Forget about the tacos and burritos at home. Because these ports are located right

by the ocean, guests will find a plethora of fresh seafood and feast on a variety of bounties of the sea, including grilled fish, prawns, squid lobster and a variety of ceviches.

Another great thing about Mexico is its rich culture and history, which sets this country apart from other

Caribbean nations. Home to the Aztec and Maya, travelers can learn about these interesting and unique heritages and visit many centuries-old sites, ruins and monuments.

Mexico's appeal also extends to the warmth and hospitality of its people. The locals always go out of their way to ensure that guests, as well as our crewmembers, have a wonderful, fun and unforgettable experience during their visit. Visitors can rest assured that they will meet some of the most pleasant and friendliest people during their stay in Mexico.

Mexico is such a vast and diverse country and cruise guests are no longer limited to just visiting one or two ports. The recent growth of the relationship between the cruise industry and Mexico has opened up many opportunities for guests to visit areas less traveled, such as Costa Maya, Progreso and La Paz. For example, Carnival Corporation was calling at only one port, Cozumel, in 1998. Fast forward to four years later, and Carnival now visits more than 20 different ports in Mexico.



One of the Most Popular Vacation Destinations in the World

Some of the newer ports featured on cruise itineraries include:

Costa Maya – This charming city, located 120 miles south of Playa del Carmen, is known as the newest port of call in the Mexico and offers adventures on land and sea, jungle expedi-



tions and endless white sand beaches. Built around the ancient Maya culture and the jungles of the Yucatan peninsula, travelers enjoy sapphire blue seas, jungles and an array of experiences ranging from diving shipwrecks in Chinchorro Banks and jungle expeditions to shopping and kayaking.

Progreso/Merida - A small oceanfront port in the northeast of the Yucatan Peninsula, Progreso is an unspoiled Mexican paradise that has only recently opened to cruise visitors. This town offers outstanding beaches and is conveniently located near the region's vast archeological sites, including the ancient Mayan city of Chichen Itza.

Calica - This industrial port is within a few miles of Playa del Carmen, a popular resort area in the Yucatan. Calica is also near the pristine Xcaret Park, a beautiful natural park that offers a gamut of activities, including lagoons and underground rivers, a museum of Mayan cities, an aquarium and a butterfly pavilion.

An important development taking place in this port is the Puerta Cancun-Xcaret project, which is joint agreement between Carnival and Parque Xcaret Associates to build a cruise ship docking and homeport facility adjacent to the Xcaret Park. The construction of this terminal is expected to increase cruise traffic to Mexico, as well as include allow the opportunities to create new itineraries and excursions from this port.

Veracruz – Located inside the Gulf of Mexico, Veracruz is one of the liveliest cities in Mexico. Some of the most popular Mexican music originated at this city and visitors can hear the pulsating rhythms of tropical bands and musicians as they explore this dynamic town.

La Paz – Visitors keep coming back to this bustling city for its stunning beaches and wide range of fun activities. Located on the Sea of Cortez, La Paz offers a number of water sports, such as snorkeling, fishing, diving and kayaking, and also features a variety of centuries-old landmarks and sightseeing destinations.

Loreto – This quaint and historic town features breathtaking views of the Sierra de la Giganta mountain range, surrounding desert and the azure of Sea of Cortez. Loreto has an abundance of activities for visitors of all ages, ranging from swimming, snorkeling and scuba diving to golf, horseback riding, kayaking and sailing. Visitors can also learn about the town's history or travel to nearby islands, where they can discover the local marine life, including sea lions, birds, dolphins and whales. And just like other ports in Mexico, those who wish to sit back and relax can simply lay by the gorgeous beach sapphire with a margarita in hand.

Other new ports also include Puerto Morello, which is just 10 miles south of Cancun, and Santa Rosalia, a quaint town located on the Sea of Cortez on the west coast of the country.

Mexico is offering a whole new world of opportunities for today's travelers, with a wealth of new ports, easy and improved access for new cruise itineraries and a broad range of attractions, from the fascinating colonial Mayan and Aztec history and architecture to the alluring smooth sandy beaches. Without question, Mexico has good reason to be recognized as a shining new player in the today's burgeoning cruise business community. 🍹



DOLPHIN DISCOVERY

CONTINUES TO MAKE DREAMS COME TRUE



Dolphin Discovery began seven years ago with the goal of creating unique programs for those who want to live their dream of interacting with dolphins.

From the beginning we did not want to be the typical dolphin show which turns its participants into bystanders. Instead we offer programs which allow our guests to enjoy a "hands on" experience that they will never forget, one that is so strong it is even described as "The Experience of a Lifetime".

Currently, we offer our guests three dynamic programs to choose from including the dolphin swim, dolphin encounter and scuba dolphin. Each of these programs is designed to bring a better appreciation and understanding of dolphins through interaction.

The success of these programs in our Cancun and Puerto Aventuras facilities led Dolphin Discovery to set its sights on the growing cruiseship market of Cozumel. The goal became to build the world's premiere dolphinarium, one that showcases the spectacular beauty of Cozumel's sea and fauna.

The perfect opportunity presented itself as we were able to partner with Chankanaab Marine National Park to build this dream project. With its tranquil blue waters, lush jungle, unique lagoon, world class diving and snorkeling Chankanaab was a perfect fit.

www.dolphindiscovery.com

COZUMEL

Dolphin Discovery opened its operation in September of 1998 becoming the largest dolphinarium in the world with more than 10,000 sq. meters of ocean. The location has various platforms to perform programs with the dolphins, a sea lion theatre with a seating capacity of 250 people, 2 boutiques, a refreshment center, 2 sets of changing rooms, 4 video rooms and a photo development center.

Dolphin Discovery Cozumel, would like to thank our cruiseship partners for giving us the opportunity to forge lasting relationships, and for the opportunity to provide their passengers with unforgettable moments that they will relate to their vacations. In the future we look forward to continuing to produce innovative and exciting programs with marine mammals, as well as new opportunities in other Caribbean destinations so more visitors can enjoy "The Experience of a Lifetime" of swimming with dolphins.



Amazing Growth in Mexico's Cruise Traffic Leads to Economic Windfall

Mexico has shown amazing growth over the last decade in the amount of passengers visiting their ports. As an example, Carnival Corporation was calling at only 1 port in Mexico as recently as 1998 - today, Carnival visits more than 20 different ports, which when combined with visits made by other cruise lines translates into a significant increase in the number of passengers and crew visiting Mexico.

For the sake of analysis, let's take a look at the impact that this growth has had on the major cruise port in Mexico – **Cozumel**. In 1991, the total number of cruise passenger visiting Cozumel was 492,100 - along with approximately 196,800 crewmembers. Last year the number of cruise passengers visiting Cozumel reached 1,595,400 and crewmembers totaled more than 638,000. In other words, **cruise passenger and crewmember visits increased by 225% over a mere 10-year period.**

Furthermore, let's take a look at the economic impact that this unprecedented growth in cruise traffic has had on Cozumel. The PricewaterhouseCoopers "Economic Impact Analysis" released in July 2001 revealed that on average cruise passengers spent a total of \$131.40 (US dollars) and the average crewmember spent \$66.90 (US dollars) during their visit to Cozumel. As you can see from the following chart, the economic impact is indeed significant...



Passenger & Crewmember Spending in COZUMEL, 1991 - 2001

	1991		2001	
	Total Pax/Crew	AVG. Spending	Total Pax/Crew	AVG. Spending
Passengers (@ \$131.40)*	492,100	\$ 64,661,940	1,595,400	\$ 209,635,560
Crew (@ \$66.90)*	196,800	13,165,920	638,000	42,682,200
TOTALS	688,900	\$ 77,827,860	2,233,400	\$ 252,317,760
* PricewaterhouseCoopers - 2001 Study				

The chart shows that total expenditures in 1991 were a 'mere' \$77,827,860 (US dollars), when compared to passenger expenditures of approximately \$209,635,560 (US dollars) and crewmembers expenditures of about \$42,682,200 (US dollars) during their visits in 2001, for a **total expenditure impact of \$252,317,760 (US dollars)**. That is a 225% increase in the economic impact from passenger and crewmember spending in Cozumel in the span of a relatively short 10-year period.

This stated economic impact analysis is limited to the expenditures of passengers and crew based on the survey results and excludes other spending by the cruise lines. Other expenditures include: port fees and charges, purchases of supplies and services and capital investments in local docking facilities which would show an even greater economic impact on Cozumel. 🌊

Olive's EverFresh Produce

Penetrates the Cruise Market Through Effort & Perseverance

By: Olivia Ferreira ~ Managing Director, EverFresh Produce

Olive's EverFresh Produce started out in business in 1990 as Olivia's Garden, a green grocer in the capital city of Roseau, Dominica wholesaling and retailing a wide assortment of the finest quality fresh fruits and vegetables. At the time most of the supplies traded were sourced directly from farms owned and operated by Olivia's Garden. These included ripe bananas, bunched green and red bananas, fresh coconuts, mangoes, oranges, lemons, grapefruits, exotic fruits like sweetsop, passion fruit, sugar apples and star apples, and fresh cut flowers. In time, HHV Whitchurch and Co., shipping Agents for the cruise lines, began to transfer to Olivia's Garden, orders for fresh fruits and vegetables from the ships calling at the Roseau Cruise Ship Berth, Woodbridge Bay Port, and the Cabrits Cruise Ship berth in Portsmouth. At the same time there was an increasing demand for a host of other services. As a result, Olivia's Garden was able to develop a ship chandler's service.

The 1990's represented a period of growth for Cruise Tourism in Dominica. There was a definite push to increase the number of cruise and tourist arrivals to the island. With the increased arrivals came improved opportunities to transact business with the cruise lines. By then Olivia's Garden was beginning to reposition itself within the fresh fruit sector to target the Cruise Industry. To reflect the change in focus and strategy, in 1994 Olivia's Garden assumed and operated under a new name – Olive's EverFresh Produce. "From that point on" says Ferreira, "[Olive's EverFresh Produce]

set its sights on becoming synonymous with quality bananas and fresh fruit." The goal was to become the preferred choice and trusted source for ripe bananas and other fruits and vegetables for all of the major cruise ships and shipping lines making weekly calls to Dominica. The company supplemented



its supplies of ripe bananas with fruit sourced from other farms. Most of the bananas sourced were field-ripened; supplies were sometimes inadequate and inconsistent.

Meanwhile, Olive's EverFresh Produce was beginning to develop markets in Antigua, St. Martin and St. Thomas. The expanding demand for ripe bananas forced the company to upgrade its capacity to supply and satisfy the market for its fruit. In 1995, Olive's EverFresh Produce closed its facility in Roseau and moved to a new location in Fond-Cole just outside the city of Roseau. The Caribbean Agriculture Research and Development Institute (CARDI) donated an ethylene generator and provided technical support, training company personnel on the proper use and operations of the small ripening facility. DEXIA supplied the ethylene while Olive's

EverFresh Produce acquired an air conditioning unit. In addition, DEXIA provided support to Olive's EverFresh Produce, helping the company develop its regional trade and penetrate the cruise market. "After overcoming a few teething problems and absorbing some losses due to spoilage" says Ferreira, "we were able to ripen 140 cartons of bananas per week."

Olive's EverFresh Produce, through support provided by DEXIA, attended its first FCCA Conference in 1996 in St. Thomas, networking with some of the top cruise executives within the industry. It was not until December 1997, however, that Olive's EverFresh Produce got its first breakthrough with Carnival Cruise Lines. Following the 1997 FCCA Conference in the Bahamas

and prior discussions with David Mizer, Director of Purchasing/Food and Beverage at a previous Conference, Olive's EverFresh Produce was able to secure a standing weekly order for 40 cartons of ripe, half ripe and green bananas to be delivered to the *Fascination*. Actually the order varied from 40 to 60 cartons per week. This arrangement continued for the next four years. Some of Carnival's ships supplied during the period included the *Holiday*, *Carnivale* and the *Festivale*. Olive's EverFresh Produce also supplied the ships on order, with mangoes, banana leaves, fresh coconuts, bunched green bananas and coconut branches. From all indications and reports, the cruise lines were extremely satisfied with the quality of fruits, vegetables and services delivered to them.

Olive's EverFresh Produce was also able



to, at the 1996 FCCA Conference in St. Thomas, initiate contact with Mr. Alvin Dennis, Vice President of Purchasing & Logistics of Norwegian Cruise Line. At the time, none of Norwegian's ships visited Dominica. After several years of relentless pursuit, there was a breakthrough in the 2001/2002-cruise season following the FCCA Conference in Aruba. On November 15, 2001, Olive's EverFresh Produce delivered samples of ripe bananas to the *Norwegian Majesty* at the Roseau cruise ship berth. Satisfied with the quality of banana samples, Norwegian Cruise Line placed a standing order for 40 cartons of ripe bananas to be delivered weekly. Unfortunately, due to some difficulties experienced in US ports, the order was reduced to 10 cartons weekly. The company has also on occasions supplied the *Crown Princess* and *Ocean Princess* of Princess Cruises, Cunard Line, and Seabourn Cruise Line with ripe bananas.

In 1999, Olive's EverFresh Produce moved to a larger and significantly

improved facility at the Jimmit Industrial Estate. This modern ripening facility was outfitted with a large storage area, rollers for professional handling of fruit during processing, and three chiller units with the capacity to ripen 800 cartons of ripe bananas per week. With the increased capacity, the company intensified its efforts to service and supply new ships while at the same time seeking to increase the volume of business conducted with existing lines. Presently, Olive's EverFresh Produce is negotiating with Princess Cruises through Export Development Unit (EDU) and Renee Bentancourt of CaribLink and hopes to be given an opportunity to supply some of Princess' ships with ripe bananas, and other fruits and vegetables in the upcoming cruise season. Olive's EverFresh Produce is making plans to be at this year's FCCA Conference in Cancun, Mexico in September. The company is looking forward to secure some new business with some of the cruise lines calling on Dominica for the 2002/2003 season.

Although it has taken tremendous effort, perseverance, and resources to penetrate the cruise market, Olive's EverFresh Produce credits its successes in the business to its participation in a number of the FCCA Conferences. In addition, "we have been able to supply," "says Ferreira, "excellent quality fruits and vegetables, and deliver unparalleled quality and value for money."

Olive's EverFresh Produce also owes some of its success to a number of individuals and institutions that have made significant contributions to the company. In this regard, Olive's EverFresh wishes to extend appreciation to DEXIA, CARDI, HHV Whitchurch and Co., Caribbean Export and EDU and Florida-Caribbean Cruise Association (FCCA) for their support. The company also wishes to recognize David Mizer of Carnival Cruise Lines and Alvin Dennis of Norwegian Cruise Line for giving Olive's EverFresh Produce the opportunity to do business with their lines.

DOMINICA
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*Number One Destination
for a Number of Reasons*

The advertisement features a central image of a waterfall cascading over rocks in a lush green forest. Surrounding this central image are six smaller inset photos: a vibrant red and yellow bird of paradise, a group of four smiling children in yellow school uniforms, a large cruise ship docked at a port, a colorful parrot perched on a branch, a group of people in traditional Caribbean costumes performing on a stage, and a close-up of bright orange coral underwater.

For further information contact:

Dominica Port Authority, P.O. Box 243, Roseau, Comm. Of Dominica
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Tour Co-op Joins the FCCA... and Grows its Business

By: Jalmar Roman ~ General Manager, Tour Co-op of Puerto Rico
& FCCA Platinum Associate Member

Becoming a member of the Florida-Caribbean Cruise Association has been a great benefit for **Tour Co-op of Puerto Rico**. Meeting with the FCCA and attending their Conference and events has been helpful in the growth of our company. FCCA meetings have presented us with a great deal of information about the value of our guests and what they expect from our operations. These insights have encouraged us to provide more tour options to the cruise lines. Today we can proudly say that our company provides 21 different tours.

Becoming an FCCA Platinum Associate Member during the FCCA Conference in Aruba last year was a key step toward growing our tour operations. As a result of discussions initiated in Aruba with

Giora Israel and Brendan Corrigan of Carnival we undertook an adventure tour that I thought would never work and, to my surprise, it is one of our top sellers and most remarkable tours today.

We have also created Eco Tours that did not exist in the past in Puerto Rico. Our bioluminescent bay tour by kayak is so popular that we have a waiting list for it. In addition, we have other kayaking, snorkeling and backpacking tours which also sell out. Our mountain bike tour has also become a very popular tour and our horseback tour through Hacienda Canabali has recently become one of our more popular tours. All these tours have become very successful for all parties involved. In addition, we have developed tours for our guests who

have late flights so that they do not have to spend their time waiting at the airport – making their experience here even better.

We have a long way to go, but with the help of our partners and the FCCA we continue to create more options for our guests visiting San Juan, Puerto Rico. We are currently working on different projects including a low land Rain Forest Drive and a Puerto Rico Cultural Performance Show.

I would like to thank Michele Paige, Steve Nielsen, Matthew Sams and Mike Ronan for all the effort that they put into the negotiations with the government here to make San Juan, Puerto Rico an even greater cruise destination.

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Barbados Golf & Country Club
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City of Mobile

City Service Travel Agency
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Costa Rica Ministry of Tourism
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Cruise Ship Excursions Inc.

Cruise Solutions Belize Ltd.

Cruise Tourism Authority Aruba N.V.

Cruiseship Excursions

Curacao Oil N.V. (Curol N.V.)

Curaçao Ports Authority

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Dacosta Mannings, Inc.
De Palm Management

Delisle Walwyn & Co. Ltd/Kantours.

DOKA Estate Coffee Farm

Dolphin Cove Limited

Dolphin Discovery

Dolphin Encounters

Dominica Export Import Agency (DEXIA)

Dominica Port Authority

Dominican Republic Ministry of Tourism

Dutch Tours Enterprises N.V.

DVB NedshipBank

El Guamache International Port

Elroy's Pleasure Tours

Eurocaribe Shipping Services Ltd.

Events in Motion (Rancho Daimari)

Fantasea Bermuda

Five Star Watersports Ltd.

Florida Transport 82

FMT Canada, Inc.

Foster & Ince Cruise Services Inc.

Francis & Lane Inter Island Transport Services

Francis Trading Agency Ltd.

Frederic Schad, Inc.

Freeport Harbour Co.

Fuel and Marine Marketing

Fun Sun Inc.

Fun Water Tours, Inc.

G.P. Wild International. Ltd.

Gee & Jenson Engineers-Architects-Planners

Geo. F. Huggins & Co. (G'da), Ltd

Glander International Inc.

Goddards Destination Management Company

Goddards Shipping & Tours Ltd.

Great Lakes Dredge and Dock Company

Great Vacations

Grenada Board of Tourism

Grenada Ports Authority

Guatemala Tourist Commission

H.H.V. Whitchurch & Co., Ltd.

Hanschell Inniss Limited

Harbor Fuel

Henry's Safari Tours

Hobart Corporation

Hooves LTD

Int'l. Gemological Institute

International Registries, Inc

International Shipping Partners

IPAT - Panama Govt. Tourism Bureau

Island Jamaica

J. Thakurani Ltd. / Colors Duty Free Jewelers

Jamaica Tourist Board

Jamaica Tours Limited



ACEA Associate Members

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 Johnson's Stables & Garage Ltd.
 JUTA Tour (Mobay) Ltd.
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 Kim'Arrin Travel
 Kirk Freeport Plaza Limited
 Landry & Kling, Meetings at Sea
 Las Tortugas Adventures Inc.
 Little Switzerland
 Mahogany Rum Golf Course
 Malibu Beach Club & Visitor Centre
 Mamiku Gardens Ltd.
 Mar Abierto
 Margueritaville Restaurant & Bar
 Maritima Dominicana, S.A.
 Martinique Tourist Board
 MC Tours Honduras
 Mike's Truck Service
 Mile - Mark Watersports
 Ministry of Tourism, Nevis
 Minvielle & Chastanet Ltd.
 Misener Marine Construction, Inc.
Mississippi State Port Authority
 Montego Bay Chamber of Commerce
 Mount Gay Rum Tour and Gift Shop
Nassau Cruises Ltd./Jacharic Holdings Ltd.
 Nature Island Taxi Association
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 Pier B Cruise Ship Terminal
 Pirate Cruises of Cabo
 Plissonneau Shipping
 Port Authority of the Cayman Islands
 Port Authority of Trinidad & Tobago
Port Everglades
 Port of Corpus Christi Authority
 Port of Galveston

Port of Houston Authority
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 Tropical Tours - Kisco Travel
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 Turismo Marina
 United Shipping Co. Ltd. Freeport, Grand Bahama
United Shipping Company (Nassau) Limited
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 V.I. Taxi Association/Tours and Travel Inc.
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Cruise Ship Safety

On May 24, 2002, the Cruise Ship Safety Forum, a group formed by large cruise ship operators, shipyards and classification societies, released findings from a safety study that indicates large passenger vessels have safety practices and features that are beyond current maritime safety requirements.

The Forum initiated the study in conjunction with the International Maritime Organization (IMO) in an effort to review the safety of large passenger ships. Major industry operators and other cruise industry partners evaluated safety standards, which currently demonstrate "best practices and procedures."

"The cruise industry's highest priority is the safety of our passengers and crew," stated Ted Thompson, executive vice-president of the International Council of Cruise Lines. "This study very clearly demonstrates the voluntary measures this industry has taken toward that end."

Findings show that the major cruise-ship operators maintain safety practices and standards that, in many instances, are above and beyond the international SOLAS requirements. In

their announcement, the Forum focused on common "best practices" that could be standardized and recommended for implementation by the industry as a whole.

Some of these findings include:

- Onboard safety center – An emergency response center that can assist in the management of an emergency without interfering with the bridge watch officer.
- Blackout lighting – Lighting made available in passenger and crew cabins in the event of loss of normal lighting.
- Damage stability computer – Program capable of delivering real-time information about intact stability and damage condition of vessel during normal and emergency operating conditions.
- Shore emergency operation center – Center offering full incident support and search and rescue information to vessel and emergency response organizations.

The announcement occurred in London where government delegates were assembled to attend the 75th meeting of the Maritime Safety Committee at the IMO.

An Evening With The Stars!

March 6, 2003

*The Member Lines of the FCCA
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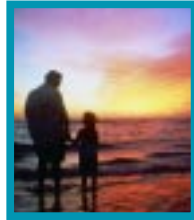
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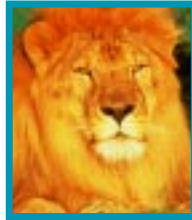
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As passengers discover all that our port and the area have to offer, Tampa is becoming the new dynamo among cruise towns.

For starters, Cruise Terminal 3 has just been completed. It offers more than 100,000 square feet to accommodate Tampa's largest cruise ships. And Cruise Terminal 2 recently doubled in size. Together with Cruise Terminals 6 and 7, Tampa's cruise facilities are efficient, secure, have plenty of parking and offer speedy processing and handling.

Next door to the terminals, joining The Florida Aquarium and the Ice Palace arena, is

Channelside — an urban entertainment complex with movie theaters, an IMAX, restaurants and shopping. All this, just steps from the gangways, and only minutes from historic Ybor City and downtown Tampa. Also, the port is just 15 minutes from Tampa's renowned international airport.

Venture a few miles from the port and you'll find loads of activity, culture and entertainment.

To learn more about all we have to offer, call 800-741-2297 or 813-905-PORT.

And remember, although tourism in Tampa Bay is really heating up, we think you'll find we're actually a pretty cool place.



TAMPA PORT AUTHORITY

FACES IN THE INDUSTRY

Peter Grant - Manager, Cruise Staff - Norwegian Cruise Line



Peter Grant joined **Norwegian Cruise Line** in April 1981 on the *M/S Starward* in Ocho Rios, Jamaica. His career began as a Bellboy, later advancing to Staff Cabin Steward, then Peter was promoted to Lounge Steward providing assistance to the Cruise Director and staff. His next advancement was to Shore Excursion Manager before moving on to Assistant Cruise Director, where he was responsible for staff scheduling, training, and implementation of activities outlined by the Cruise Director. He also assisted the Cruise Director with daily activities programs for guests.

Peter was later promoted to Cruise Director, responsible for putting together the daily activities and entertainment for the guests onboard the ship. He worked with the onboard department heads to meet and/or exceed revenue goals for their respective areas. Along with the Assistant Cruise Director, he trained cruise staff in their respective responsibilities as they relate to the cruise staff department. He ensured that all company policies were implemented and adhered to at all times by the members of the cruise staff department and maintained budgets for the cruise staff department. Over the years, Peter worked as Cruise Director on the *Skyward*, *Starward*, *Norwegian Sea*, *S/S Norway*, *Norwegian Dream*, and *Norwegian Wind*.

Jamaica

Peter's current position is Manager, Cruise Staff (Shoreside). He is responsible for the hiring and scheduling of the cruise staff for the fleet, along with developing and maintaining the budget for all ships fleetwide. Peter works with the Director of Passenger Programs/Entertainment to develop and implement policies and procedures for the cruise staff department and is responsible for the fleetwide clergy program.

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Limón

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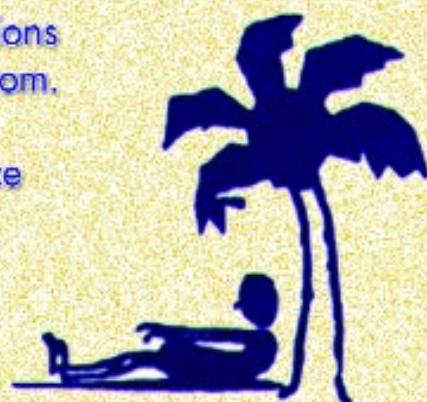
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Aruba: One Happy Island

By: Adam Ceserano, Manager, Marketing & Sales, FCCA

One Happy Island ~ that's Aruba's motto! And that's what was underlined in the recent training sessions conducted by the FCCA in Aruba. It had been more than a year since the last customer service training sessions were done, but it was obvious during the ride in the cab from the airport that what

had been previously learned had not worn off. The taxi cab driver was warm, knowledgeable and helpful from start to finish. What truly was impressive was the fact that the cab driver didn't know that I was there to present the FCCA's "*Taxi Driver Training Program.*" He was just doing his job, and a great one at that.

Taxi cab drivers provide that critical first impression to visiting tourists and are extremely important ambassadors for each Island. One of the many participating cab drivers, Thomas Martinous, concurred by stating, "It's great to be an Ambassador of Aruba, I'm so proud of Aruba and I want to make sure every tourist that comes here has a great time. And I know all the information I got today from the FCCA is going to help me service all of Aruba's tourists better." As we all know, it's the first impressions that matter most, and that first impression can make a lot of money for the Island. Your taxi cab driver is your first opportunity in making tourists happy and getting them back again.



Meeting the Needs of the Cruise Industry and Port Authorities Worldwide



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Ships' Profiles

Carnival Legend

the "Fun Ships" **Carnival**
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Accommodations

Suites: 52
Balcony Cabins: 624
Inside Cabins: 213
Total Cabins: 1,062

Facilities

Passenger Decks: 12
Swimming Pools: 4
Whirlpools: 5

Public Rooms

Dining Room Capacity: 1,250
Theater Capacity: 1,167

Deployment

Southern & Western Caribbean

Inaugural Cruise: April 24, 2002
Shipyard: Kvaerner Masa-Yard
Shipyard Location: Helsinki, Finland
Country of Registry: Panama
Cruising Speed: 22 knots
Nationality of Crew: International

Size & Capacities
Tons: 88,500 GRT
Length: 960 feet
Maximum Draft: 25.7 feet
Passengers: 2,667
Crew: 930

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Come cruise with us to a great future. We'll meet you with warm smiles and southern hospitality.



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Ships' Profiles

Star Princess



Inaugural Cruise: February, 2002

Shipyard: Fincantieri Cantieri Navali Italiani

Shipyard Location: Monfalcone, Italy

Country of Registry: Bermuda

Cruising Speed: 24 knots

Nationality of Crew: British/Italian

Size & Capacities

Tons: 109,000 GRT

Length: 951 feet

Maximum Draft: 26 feet

Passengers: 2,410

Crew: 1,200

Accommodations

Suites: 52

Balcony Cabins: 582

Inside Cabins: 195

Total Cabins: 1,062

Facilities

Passenger Decks: 11

Swimming Pools: 3

Whirlpools: 4

Public Rooms

Dining Room Capacity: 1,198

Theatre Capacity: 870

Deployment

Mediterranean, Scandinavia
and Russia

Discover Grenada

The Real Caribbean Cruise Paradise

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Our recently formed Cruise Ship Committee is dedicated to the success and growth of the Cruise Industry.

For further information contact:
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Grenada Ports Authority
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Around The Caribbean

FCCA Operations Committee members meet with...



Chuck Porter (2nd from left), Port Director ~ Port of Pensacola.



Dr. Charles W. Turnbull (4th from left), Governor, & Pamela C. Richards (3rd from right), Commissioner of Tourism, U.S.V.I.



Mrs. Leda Sanchez Parrales (2nd from right), Acting President of the Nicaragua Tourism Institute.

FCCA Foundation for the Caribbean is proud to lend it's support to the following:



Disney Cruise Line presents Foundation donation to Earth Care of Freeport, Bahamas.



The American Community Committee of Cozumel, Mexico.



*Princess Cruises presents a donation check to **Dr. Baird** for a health exposition on disease prevention and lifestyle change in St. Thomas, U.S.V.I.*



Hon. McKeever Bush (far right), thanks the FCCA Foundation and Carnival Cruise Lines for their support of the Cayman Islands Football Association.



The Laborie Community Education Center (LABCEC) of St. Lucia.

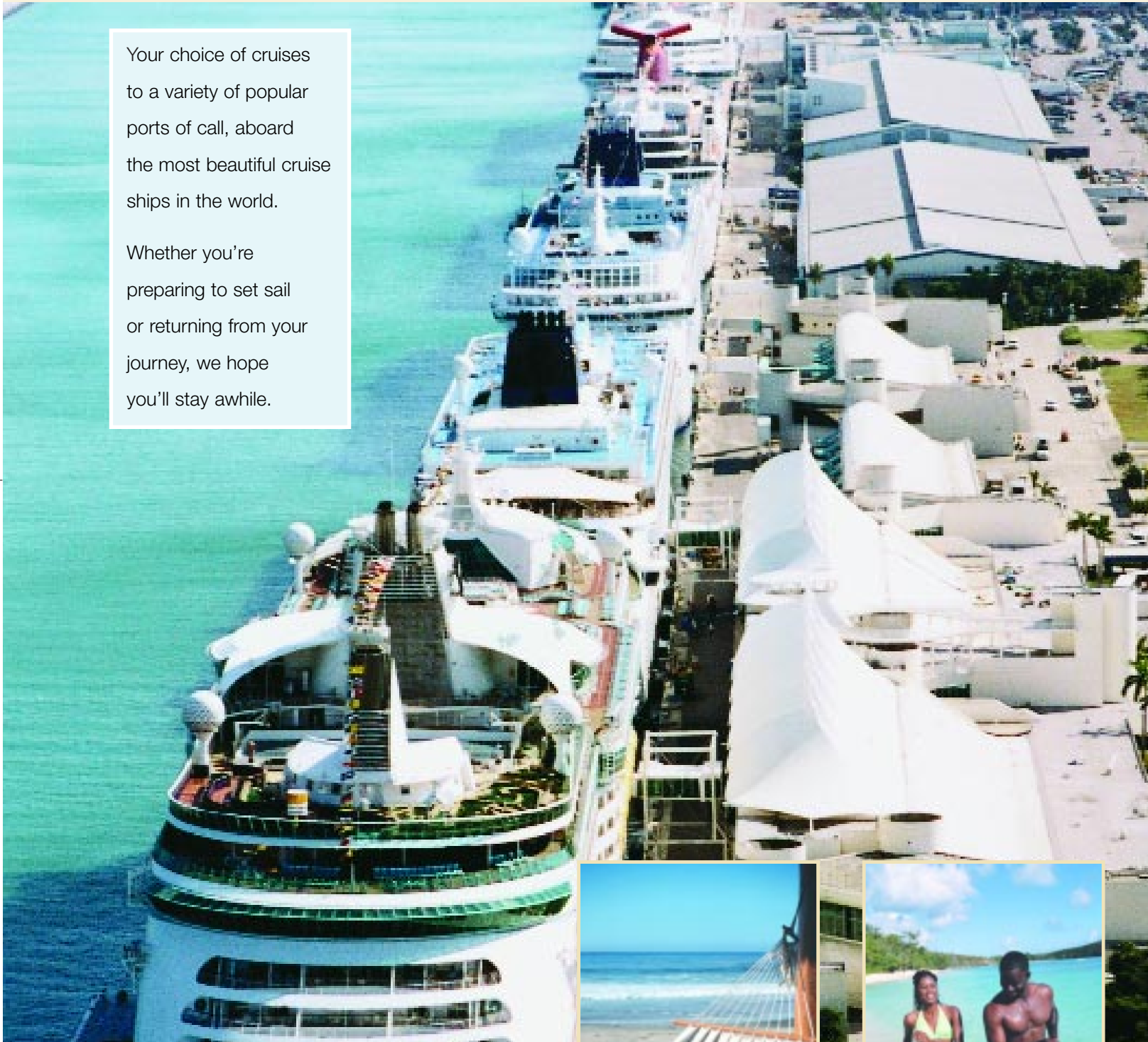
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