



First Quarter 2001

Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

A scenic photograph of a tropical bay. The water is a clear, vibrant blue-green. In the center, a small white boat with a blue stripe is visible. The bay is framed by lush green foliage and trees, with some branches extending into the frame from the top and sides. The overall atmosphere is peaceful and idyllic.

A Work In Progress

The FCCA & Costa Rica Work Together

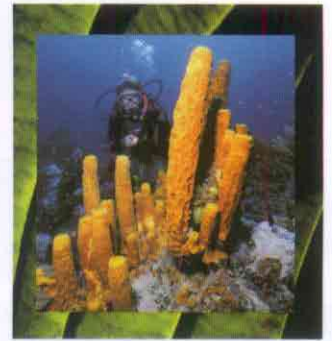
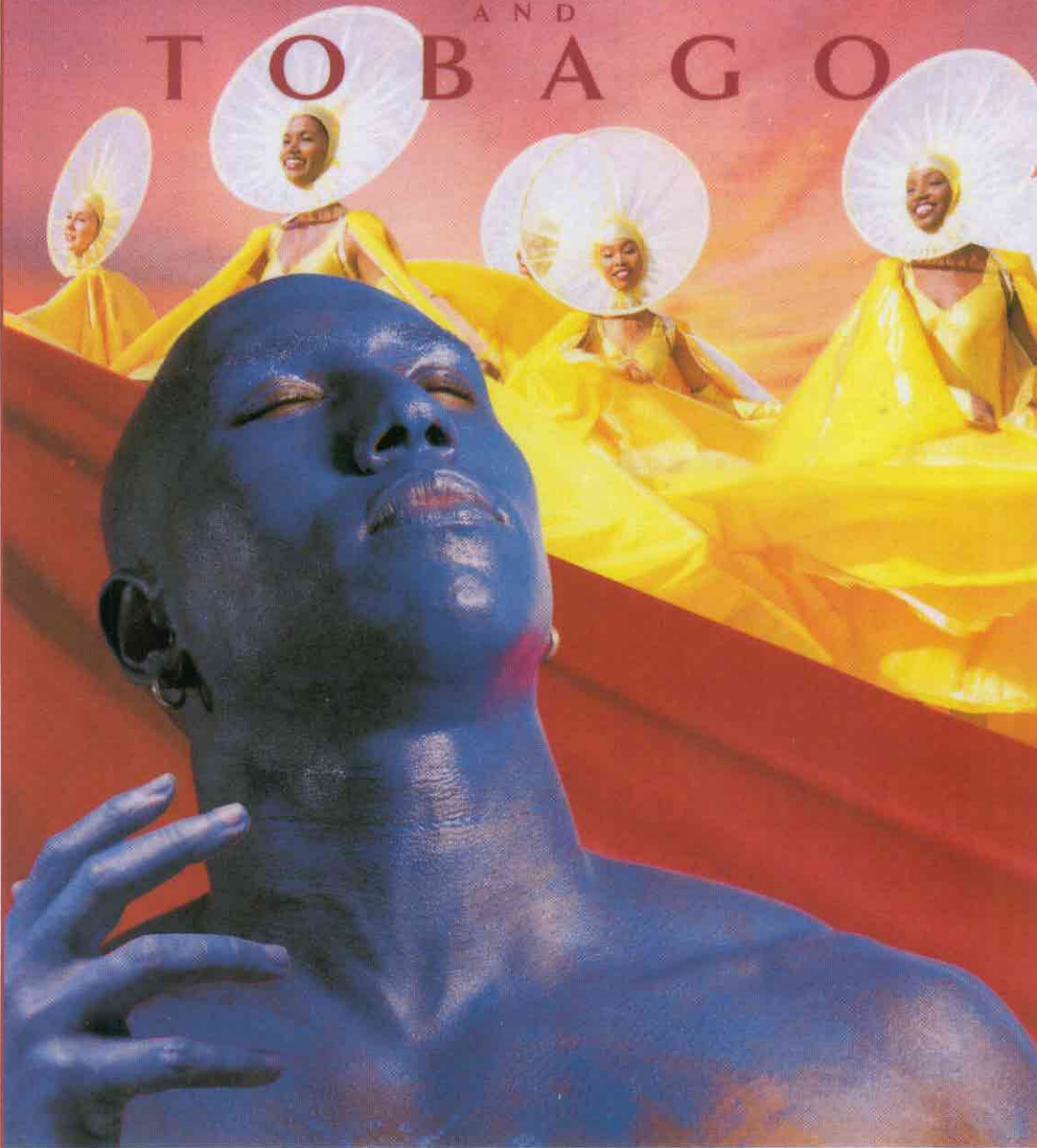
Holiday Gifts Project

Itinerary Planning

Why Can't We All Just Get Along?

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Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

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Features

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Thanks to the FCCA Foundation for the Caribbean and the hard working crew from the FCCA Member Lines, Santa Clause distributed over 4,000 gifts to underprivileged children throughout the Caribbean.

14 A Work In Progress

During the past 15 years, the idea of courting cruise ships has passed like a baton from one Costa Rican administration to another. Learn the steps forward and backwards Costa Rica has taken to increase their cruise tourism.

20 Itinerary Planning

There is no single reason why a cruise line chooses a port but rather the collective sum of a number of factors, each of which plays a critical role in an itinerary's overall success.

22 Why Can't We All Just Get Along?

The ramifications of not being courteous are far greater than one might think. This feature is about courtesy. What is it? How important is it? How do we maintain it?

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FCCA Member Lines

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

Presidents Letter



After thirty+ years of working in the cruise industry, I am still in awe of the sheer majesty of the Caribbean. From navy to turquoise to teal, the seemingly endless shades of blue that define the blankets of ocean that surround each island is still breathtaking to me.

However, today there is more competition than ever before for tourist dollars. The affordability of travel has led to an increase in the number and length of vacations. At the same time, the expectations of the travelers has increased to where they consistently expect a high quality product with high service standards at an affordable price!

So how does a Caribbean country compete in this rapidly changing global marketplace? In the last issue of *Caribbean Cruising*, the Antigua article showed how working with the Florida-Caribbean Cruise Association paid-off with an increase in tourism of over 100% (*Chasing A Dream*). In this issue, we look at the successes and set-backs for Costa Rica and how the public and private sector are once again working with the FCCA to increase cruise tourism (*A Work In Progress*). Terry Thornton, vice president of marketing for Carnival Cruise Lines, provides insight into the itinerary selection process and we also discuss the importance of courtesy when providing customer service to cruise guests (*Why Can't We All Just Get Along?*).

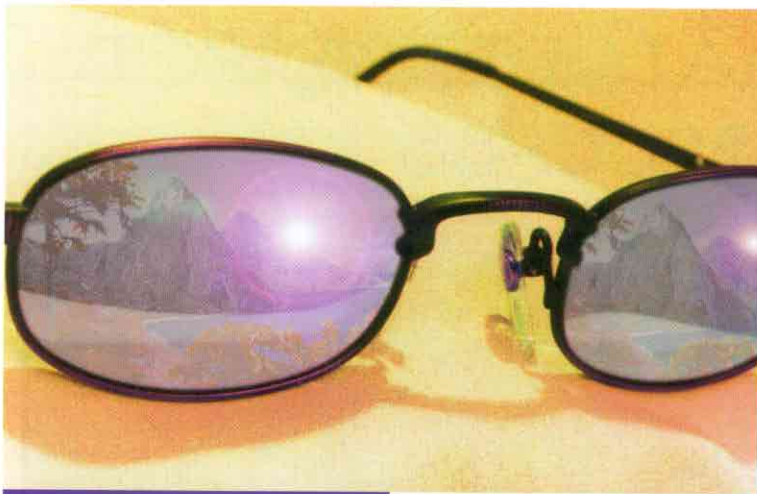
Yes, I have seen a lot of changes in the Caribbean, but my passion continues to be to bridge the ocean between the cruise industry and our Caribbean partners. With every cruise line employee and cruise ship passenger bringing both direct and indirect economic benefits to each country they visit, creating and maintaining good relationships with the cruise lines is essential. Through these strong partnerships, countries are increasing the benefits they generate from the cruise industry at success rates exponentially quicker than more traditional forms of marketing while preparing for stable, long-term economic success.

If there is more the FCCA needs to be doing that we are not, please write and let me know.

Respectfully Yours,

A handwritten signature in black ink that reads "Michele M. Paige". The signature is fluid and cursive.

Michele M. Paige



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2000 HOLIDAY GIFTS PROJECT A SUCCESS



By Terri Cannici Manager, Marketing and Special Events

For the past five years, the Florida-Caribbean Cruise Association has taken pride in bringing joy to thousands of children during the holiday season. This year the FCCA Foundation for the Caribbean's Holiday Gifts Project provided well over 4,000 gifts and toys to children of all ages in 20 Caribbean destinations.

Each of the destinations planned a fun-filled day for the ship's crews (who delivered the gifts) and the children, with plenty of holiday spirit, refreshments and, of course, music. The crew members from the FCCA Member Lines brought Santa Claus and Mickey Mouse to help distribute the gifts and join in on the fun.

The crew members volunteer their time

something you never get tired of doing", stated one crew member. "We look forward to seeing the happiness and jubilation on the children's faces when we arrive in their destination with Santa and boxes filled with toys!"

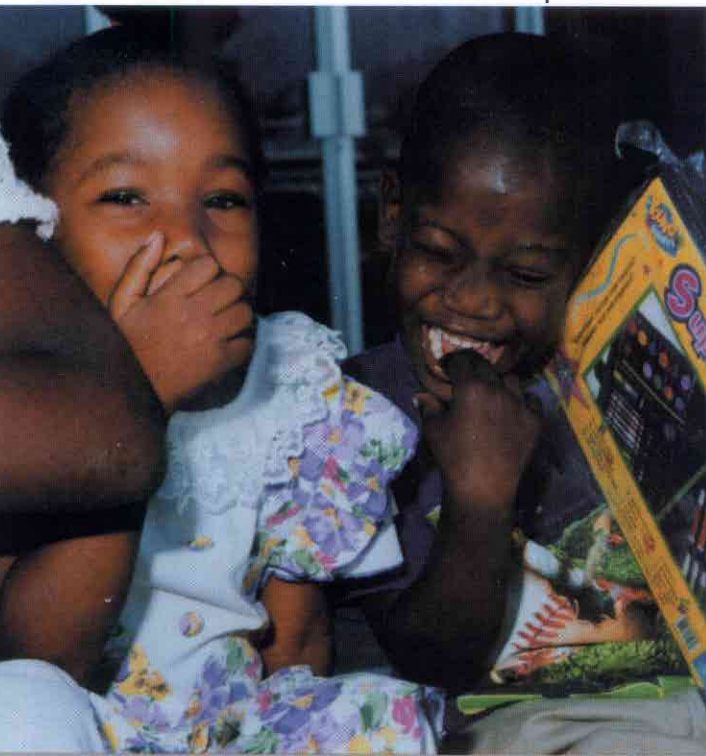
The FCCA Foundation for the Caribbean and our destination partners are already putting their heads together to make next year's Holiday Gifts Project something to remember and to impact an even greater number of children.

A thank you note from Ms. Jennifer Wyatt of the Ministry of Tourism, St. Lucia reads: "On the morning of Thursday, December 7, 2000, approximately 185 children waited anxiously for the arrival of Santa Claus. Santa and the crew of Holland America Line's *Zaandam* were eager to interact with the children as they danced and partied to Calypso music. The Ministry of Tourism

would like to thank the FCCA for mak-

ing this event possible and for choosing St. Lucia for this venture." Ms. Renamae Symonette of the Grand Bahama Island Tourism Board notes: "The program enhances the joy of Christmas for the children while affording the crew members of Disney Cruise Line's *Disney Wonder* the opportunity to play a hands-on role with the destinations they visit each week."

Ms. Madonna Harford, Permanent Secretary, St. George's Grenada states: "I am pleased to report that the Holiday Gifts Project was a major success! Crew members of



each year for this special event. "This is

Princess Cruises' *Ocean Princess*, with the assistance of Santa Claus, presented

each child with a gift. The Ministry of Tourism and the participating schools

express thanks and best wishes to the Florida-Caribbean Cruise Association and the crew of Carnival Cruise Line's *Fascination* for making so many chil-

Tourism and Institutions, we would like to thank the FCCA together with participating crew of the *Carnival Victory*, for touching the hearts and minds of our



wish to express appreciation for the FCCA's generous donation of toys and look forward to your continued support."

Mr. William McLawrence of the National Development Corporation in Dominica adds: "The activity that was aimed to bring holiday cheer to some of Dominica's needy children was a success. The program was held in an informal setting where the children were able



dren happy this holiday and look forward to the FCCA 2001 Holiday Gifts Project."

Carol Blake-Hodge of St. Croix stated, "On behalf of the Department of

children on the Island of St. Croix through your Holiday Gifts Project. The children were very excited and once again you have left a sparkle in their hearts that someone cares to send them the very best." 🙏

Our sincere thanks to the following Member Lines for helping make this project a success:



to interact with the crew of the *Fascination*. On behalf of the National Development Corporation, I wish to

Carnival Cruise Lines
Fascination ~ Dominica
Inspiration ~ Montego Bay
Imagination ~ Ocho Rios
Carnival Victory ~ St. Croix

Celebrity Cruises
Zenith ~ Antigua
Mercury ~ Aruba

Costa Cruise Lines
Costa Atlantica Dominican Republic

Disney Cruise Line
Disney Magic ~ Freeport
Disney Magic ~ Nassau

Holland America Line
Volendam ~ Barbados
Zaandam ~ St. Lucia
Westerdam ~ St. Thomas

Norwegian Cruise Line
Norwegian Wind ~ Cozumel

Princess Cruises
Ocean Princess ~ Grenada
Dawn Princess ~ St. Kitts
Dawn Princess ~ B.V.I.

Royal Caribbean International
Grandeur of the Seas ~ Curacao
Explorer of the Seas ~ Puerto Rico
Monarch of the Seas ~ St. Maarten

Platinum Happenings

On February 2, 2001 the FCCA's Platinum Associate Members and cruise executives sailed on their 3rd Advisory Council Cruise. 41 Platinum



Brendan Corrigan, Carnival Cruise Lines, greets Brenda Scott of Mobile, Alabama after the Sunday meeting.

Members and their families along with 9 cruise executives and the FCCA staff set sail aboard Royal Caribbean's



"What were your net rates?" Max Blum (son of Carnival Cruise Lines' Roger Blum) on Coco Cay.

Majesty of the Seas for a 3 day cruise to Nassau, Bahamas.

Coordinated by Terri Cannici, FCCA manager of marketing and special

events, the weekend cruise was designed to bring Platinum Associate



Russell Daya, Disney Cruise Line, discussing Costa Maya.

Members and cruise executives together to allow time to rekindle existing relationships and develop new ones. Topics such as insurance requirements, itinerary planning and security issues came up during the two structured meetings and informal discussions throughout the cruise.

A private shore excursion consisting of a historical harbour cruise and tour of the Atlantis Resort and an opportunity to participate in the America's Cup Regatta was provided by Richard



Guatemala's Hon. Mariano Beltranena Falla with other Platinum Members and Mike Ronan, Royal Caribbean International.

McCombe of Jacharic Holdings.

Mike Ronan, director of destination development for Royal Caribbean



An impromptu meeting with members from Puerto Rico.

International, provided insight into the operations of Coco Cay, Royal Caribbean's private island. On Coco Cay many Platinum Associate Members and cruise executives participated in the FCCA volleyball tournament while others relaxed in hammocks

and beach chairs sipping Coco Locos, the local drink of the island.

The FCCA Member Lines and Platinum Associate Members are already looking forward to next year's cruise onboard the *Disney Wonder*.

Cruise Solutions

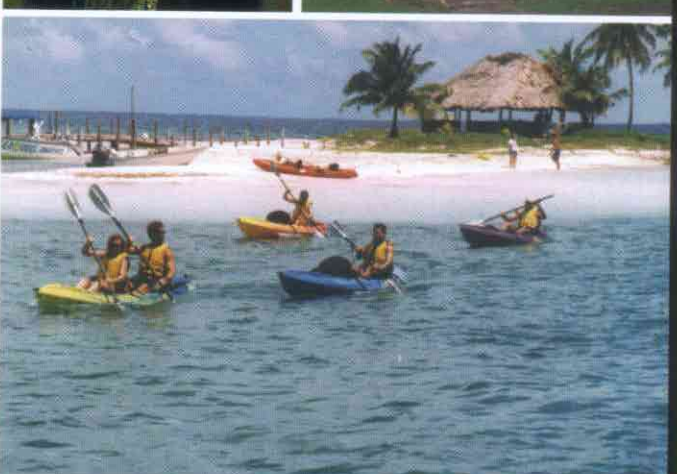
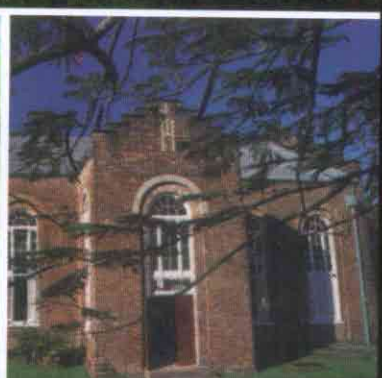
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Ship Profiles

Radiance of the Seas, Royal Caribbean International

Inaugural Cruise: April 7, 2001
Shipyard: Meyerwerft Yard
Shipyard Location: Papenburg, Germany
Country of Registry: Liberian
Cruising Speed: 24 knots

Nationality of Crew
 Norwegian/International

Size & Capacities
Tons: 88,000
Length: 962 feet
Passengers: 2,501
Crew: 859

Accommodations
Balcony: 577
Outside Cabins: 813



Inside Cabins: 237
Wheelchair Accessible: 14
Total Cabins: 1,050

Facilities
Passenger Decks: 12
Swimming Pool: 2
Elevators: 14
Whirlpools: 6

Public Rooms
Dining Room Capacity: 1,229
Theatre Capacity: 915

Deployment:
 Pacific Northwest: April – October
 Southern Caribbean: November – March

Infinity, Celebrity Cruises



Inaugural Cruise: March 3, 2001
Shipyard: Chantiers de l'Atlantique, St.
Shipyard Location: St. Nazaire, France
Country of Registry: Liberian
Cruising Speed: 24 knots

Nationality of Crew
 Greek/International

Size & Capacities
Tons: 91,000 grt.
Length: 964.6 feet
Maximum Draft: 26.3 feet
Passengers: 1,950
Crew: 999

Accommodations
Suites: 44
Outside Cabins: 780
Inside Cabins: 195
Total Cabins: 975
Wheelchair Accessible: 26

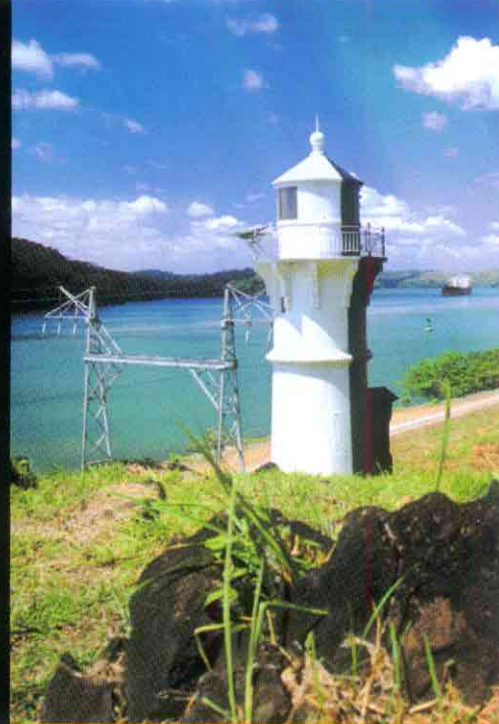
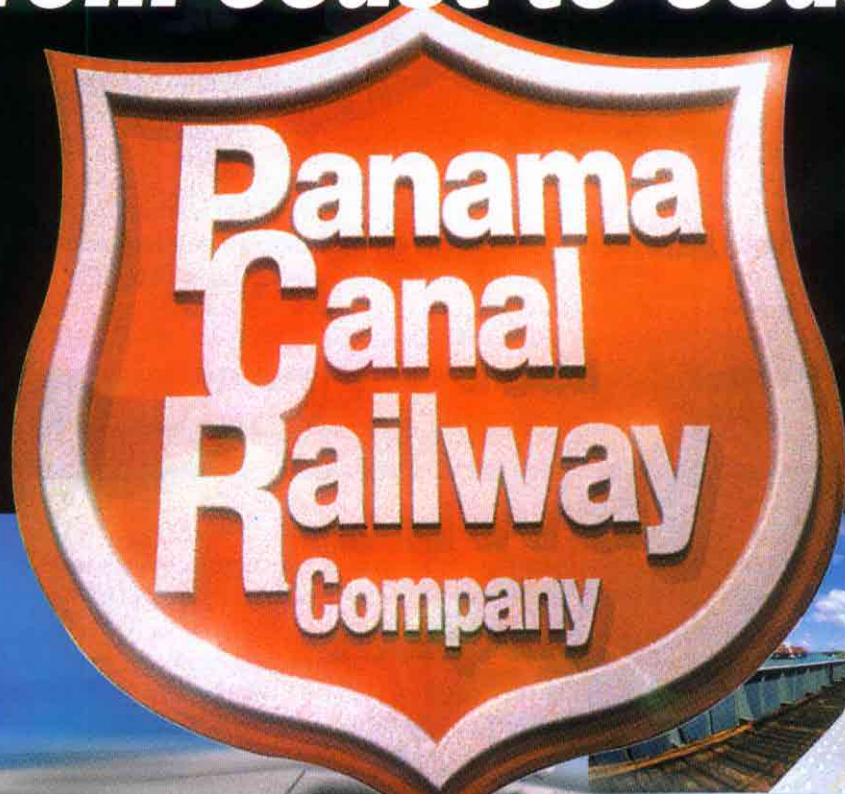
Facilities
Passenger Decks: 11
Swimming Pool: 3
Elevators: 10
Whirlpools: 6

Public Rooms
Dining Room Capacity: 1170
Theatre Capacity: 900

Deployment:
 Trans Canal/Hawaii: March - May
 Alaska: May - September
 Caribbean: October - April

Coming in April

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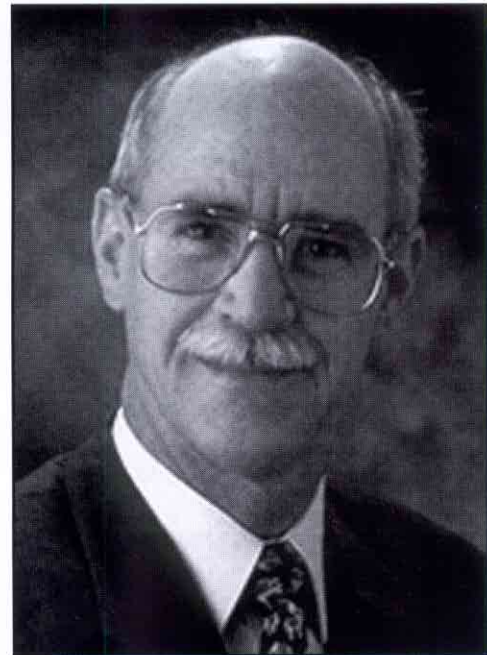
The New Millennium, New Opportunities

By Mike Ronan, Royal Caribbean International Director of Destination Development
Chairman, FCCA Security and Operations Committee

2001 the real beginning of the new Millennium. To think that last year at this time we were all breathing a sigh of relief that the warnings of the Y2K melt downs hadn't happened. For the cruise industry, as we know it today, it is not only the beginning of a new century but also the start of our fourth decade of operations. Personally, it is the start of a new

challenge, that of the chairmanship of the FCCA Operations and Technical Committee. While thinking through opportunities ahead of us in the next years, I couldn't help but reflect on how far we have come and what we have hopefully learned from our journey.

A quick review: Thirty years ago a large ship carried 750 passengers; now 3500. The average pas-



Mike Ronan

*Royal Caribbean International
Chairman 2001 -*

senger was retired; now in their 40's traveling with their kids. Bingo onboard has been expanded to full casinos. A new ship delivery was once every few years; now it is once every few months.

Ashore the port agents providing tours on the side, has become specialized operators of all types of tours. Shopping for local crafts and some duty free items has expanded to all types of goods, duty free and otherwise.

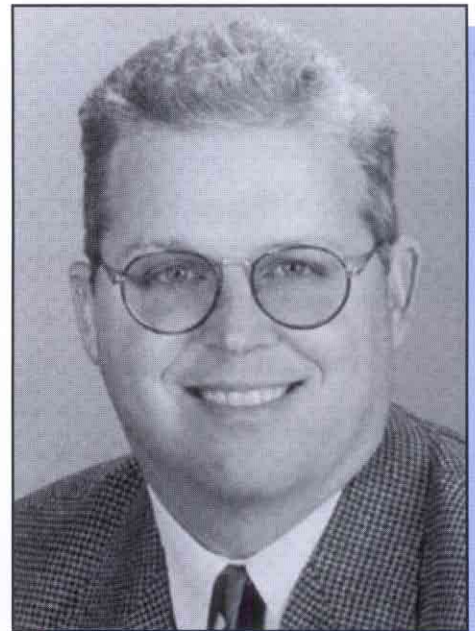
Most of these changes have evolved without any clear strategic plan but rather with each sector, group or company designing its own future individually without any clear coordinated efforts among all of the players. The FCCA has over the years, since its inception, worked to provide guidance and coordination in the process. Fortunately most of these pieces have ended up working quite well together and the overall result has been the cruise industry and destination products we have today.

Will this approach work in the new millennium or can we and should we take more ownership of our combined futures? I believe there is no choice. If we are to succeed in the present and future competitive world tourism environment, we must work together to shape our future. This will require us to call upon a broader group of people in each sector and identify new ways to approach old problems. We will need to be open to new ideas as our guests expect and demand more from all of us.

Planning will need to be more strategic, allowing the different support areas to better invest, train and prepare for growth and change.

Communication will need to be more ongoing and involve more of the participants, especially in the destinations.

The FCCA has begun this process and made great strides in the past years to further develop its relationship with its partner destinations, under the direction of our President, Michele Paige and previous Chairs of the Operations Committee, Matthew Sams and Steve Nielsen. We have the support and involvement of our Platinum and regular Associate Members and many other representatives of the public and private sector.



Matthew Sams

*Holland America Line
Chairman 1999 - 2000*

My New Year's resolution, as incoming

Chairman of the Operations Committee, is to do my best to continue that process and to work with all my industry and destination associates to assure that the FCCA is the catalyst for an expanded and mutually productive relationship. I hope you all share the vision and that together we will take the cruise industry in the Caribbean region to another level. ♪

Newbuild Orders, Options and Letters of Intent

Cruise Line	Ship Name	Yard	Gross	Lower Berths	Delivery	Reported Price
2001						
Carnival	Carnival Spirit	Kvaerner Masa-Yards	84,000	2100	April 2001	\$375m
Carnival	Carnival Pride	Kvaerner Masa-Yards	84,000	2112	late 2001	\$375m
Celebrity	Summit	Ch de l'Atlantique	91,000	1900	Aug 2001	\$350m
Celebrity	Infinity	Ch de l'Atlantique	91,000	1900	March 2001	\$350m
Festival	European Vision	Ch de l'Atlantique	58,600	1506	June 2001	\$240m
NCL	Norwegian Sun	Lloyd Werft/Aker MTW	80,000	2000	Sept 2001	\$351m
Princess Cruises	Golden Princess	Fincantieri	109,000	2600	April 2001	\$425m
Radisson Seven Seas	Seven Seas Mariner	Ch de l'Atlantique	50,000	760	March 2001	\$280m
RCI	Radiance of the Seas	Meyer Werft	88,000	2000	June 2001	\$350m
RCI	Adventure of the Seas	Kvaerner Masa-Yards	142,000	3100	Autumn 2001	\$500m
Renaissance	R Eight	Ch de l'Atlantique	30,200	700	Feb 2001	\$165m
Royal Olympic	Olympic Explorer	Blohm + Voss	24,500	836	Spring 2001	\$175m
Sea Cloud Cruises	Sea Cloud II	Astilleros Gondan	3,000	100	2001	\$40m
Silversea Cruises	Silver Whisper	T.Mariotti/Visentini	28500	382	July 2001	\$200m
Star Cruises	SuperStar Libra	Meyer Werft	91,000	2000	Aug 2001	\$380m
Sun Bay Cruises	Sun Bay	Cassens Werft	3000	96	Summer 2001	\$000m
2002						
Aida Cruises	AIDAvita	Aker MTW	42,000	1300	March 2002	\$350m
Carnival	Carnival Legend	Kvaerner Masa-Yards	84,000	2100	summer 2002	\$350m
Carnival	Carnival Conquest	Fincantieri	110,000	3000	Autumn	\$500m
Celebrity	Millennium-class	Ch de l'Atlantique	91,000	1900	April 2002	\$350m
Festival	European Dream	Ch de l'Atlantique	58,600	1506	March 2002	\$240m
Holland America	9000 class	Fincantieri	84,000	1800	late 2002	\$400m
NCL	To be named	Meyer Werft	91,000	2000	Oct 2002	\$380m
Princess Cruises	Coral Princess	Ch de l'Atlantique	88,000	1950	Oct 2002	\$360m
Princess Cruises	Star Princess	Fincantieri	109,000	2600	Mar 2002	\$425m
RCI	Brilliance of the Seas	Meyer Werft	88,000	2000	July 2002	\$350m
RCI	Voyager-class	Kvaerner Masa	140,000	3100	2002	\$520m
2003						
ACV (US Lines)	To be named	Litton Ingalls	72,000	1900	2003	\$440m
Aida Cruises	AIDA Club-class	Aker MTW	42,000	1300	March 2003	\$350m
Carnival	Carnival Glory	Fincantieri	110,000	3000	Summer	\$500m
Costa	To be named	Kvaerner-Masa	86000	2100	Spring 2003	\$350m
Costa	Unknown	Fincantieri	105000	2720	November	\$400m
Crystal Cruises Inc	Unknown	Chantiers de l'Atlantique	68000	1080	June	\$000m
Cunard Line Ltd	Queen Mary 2	Chantiers de l'Atlantique	150,000	2620	late 2003	\$780m
Holland America	9000 class	Fincantieri	84,000	1800	summer 2003	\$400m
Holland America	9000 class	Fincantieri	84,000	1800	late 2003	\$400m
Mediterranean	Shipping Cruises	Chantiers de l'Atlantique	60000	1600	Spring 2003	\$250m
Princess Cruises	Island Princess	Ch de l'Atlantique	88,000	1950	June 2003	\$360m
Princess Cruises	Diamond Princess	Mitsubishi HI	113,000	2600	July 2003	\$450m
Radisson Seven Seas	Seven Seas Voyager	T. Mariotti	50000	700	March	0
RCI	Voyager-class	Kvaerner Masa	140,000	3100	2003	\$520m
RCI	Vantage-class	Meyer Werft	88,000	2000	2003	\$350m
2004						
ACV (US Lines)	To be named	Litton Ingalls	72,000	1900	2004	\$440m
Carnival	Carnival Miracle	Kvaerner Masa	86000	2124	Spring 2004	\$375m
Carnival	Carnival Valor	Fincantieri	110000	3000	Fall 2004	\$500m
Costa	Unknown	Fincantieri	105000	2720	November	\$400m
Holland America	9000 class	Fincantieri	84,000	1800	2004	\$400m
P&O Cruises	To be named	Fincantieri	109,000	2600	April 2004	\$460m
Princess Cruises	Sapphire Princess	Mitsubishi HI	113,000	2600	May 2004	\$450m
RCI	Vantage-class	Meyer Werft	88,000	2000	2004	\$350m
2005						
Holland America	9000 class	Fincantieri	84,000	1800	2005	\$400m

Total Ships : 51

Total Berths : 98,162

Not included in this table - 2 x Residensea orders

1 - Residensea order currently under construction at Fosen Mek at a reported price of \$262m, for delivery end 2002

2 - A 50,000gt Residensea order is under construction at Fosen Mek at a reported price of \$280m, for delivery late 2003

This table includes tonnage under construction planned for ocean cruising activities and not regular passenger traffic or river/waterway/coastal cruising.

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Spreading Environmental Awareness

By Frank Torres, FCCA Director of Operations

The FCCA Caribbean Environmental/Beach Clean-Up Project is staged 10 – 12 times each year throughout the Caribbean region to enable the Member

protect the environment.

The FCCA meets these goals by coordinating this project through the public and

FCCA staff members, private sector partners and local officials in the promo-



Crew members in St. Croix

Lines of the FCCA to convey three fundamental points. First, the project is intended to reinforce the partnership between the cruise industry and the destinations we visit. Second, to tangibly demonstrate the Member Lines' concern for our partner destinations. Third, and most importantly, to underline the cruise industry's commitment to

“The commitment of the FCCA to prudent Environmental practices was very evident. In this regard, I wish to commend the FCCA member lines for their individual and collective efforts in helping to keep the Caribbean a prime cruise tourism destination.”
 ~ Hon. Molwyn Joseph

private sectors in each destination along with the respective cruise line(s) involved in each event. Once each event



St. Thomas clean-up in action.

tion of environmental awareness through a hands-on demonstration... a beach



After a hard days work in Aruba.

is coordinated, volunteer crew members from the participating vessel(s) join



Hon. Molwyn Joseph congratulates the workers in Antigua.

clean-up.

This fall, the Member Lines of the FCCA

were joined by local government officials and other industry partners in Aruba, St. Thomas, St. Croix and Antigua in spreading the message of environmental awareness. Nearly 500 people participated in the project held during the fall, bringing the total number of participants for the year to well over 800.

As always, we thank the environmentally conscious crew members from Carnival Cruise Lines' *Carnival Destiny* and *Carnival Victory*, Celebrity Cruises' *Galaxy* and *Zenith* along with Royal Caribbean International's *Grandeur of the Seas* and *Monarch of the Seas* for their participation. Special thanks to our good partners in Aruba (Cruise Tourism Authority – Aruba and De Palm Tours), St. Thomas (U.S.V.I. Department of Tourism – St. Thomas, the West Indian Company Limited (WICO) and the Chamber of Commerce), St. Croix (U.S.V.I. Department of Tourism – St. Croix, Abramson Enterprises, the Chamber of Commerce and the Frederiksted Hotel), and Antigua (Ministry of Tourism & Environment and the Antigua & Barbuda Cruise Tourism Association) for their contributions to the successful staging of these events. ♡



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A Work In Progress

By Lynn Grisard Fullman, Contributing Writer

As most Americans turned their thoughts to football in the fall of 1994, Costa Rican President Jose Maria Figueres was orchestrating a meeting in New York to boost tourism for Costa Rica. Invited to the assembly were a handful of cruise industry executives and key governmental officials.

Figueres' message was straight-forward: We want to work with you.

That's how Mike Ronan, Royal Caribbean International director of destination development, recalls

the meeting which spurred a still-incomplete mission to make Costa Rica the homeport or port of call for a large number of cruise ships.

While he recognized that Costa Rica lacked the necessary port facilities to attract cruise ships, Figueres wanted the industry to know that he wanted their business.

In hopes of seeing Figueres' dream become a reality, the public and private sectors joined forces with the Florida-Caribbean Cruise Association, which unleashed its expertise, drawing on years of experience in helping destinations ready themselves for cruise ships and cruise passengers.

During the past 15 years, the idea of courting cruise ships has passed like a baton from one Costa Rican administration to another. The project was set in motion in the late 1980s under then-president Oscar Arias Sanchez, who passed it off to Rafael Angel Calderon. Third in succession, Figueres aggressively pursued the idea which has now passed to Costa Rica's current president, Miguel Angel Rodriguez.

Costa Rica's current Minister of Tourism, Walter Niehaus, strongly favors the effort.

"This project is very beneficial for a small country

like ours because even though passengers from these cruise ships will only remain a few hours in our country, they will appreciate the beauty Costa Rica has to offer and they will hopefully return and spend more time here."

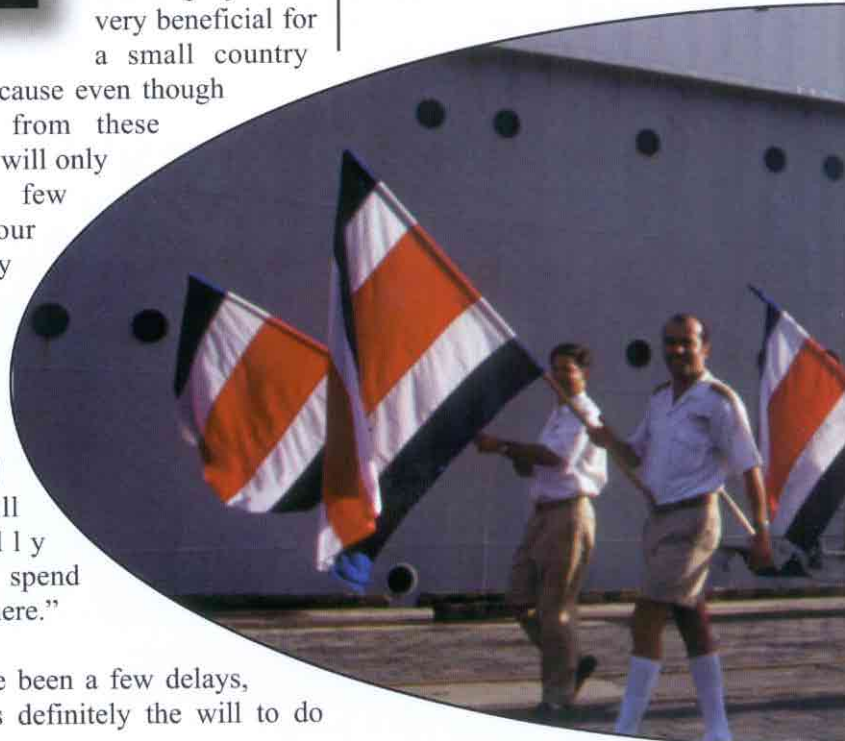
"There have been a few delays, but there is definitely the will to do

whatever is in our power to improve our ports and the services needed in order to lure more cruise ships to Costa Rica's shores," Niehaus said, explaining that the government has made sizable investments in its ports.

Ten million dollars has been earmarked for improvements to infrastructure in the Pacific port and another \$6 million has been set aside for the Caribbean port, Niehaus explained.

Several of the people involved in the planning are encouraged by the revitalization efforts currently under way. Among them is Nueva America's Director Alberto Rossi, who at times has been frustrated with the efforts to improve ports.

"There seems to be a delay in understanding the dynamics of cruise business and its benefits, which makes for an inadequately slow and timid response," he said.



R. Smyth & Company's port agent Marco McAdam agrees that work can be frustratingly sluggish. "These things have a tendency to drag on," he noted.

"If we don't do anything soon, we're going to lose the whole industry (and

"It is always more difficult to fix something than to build it correctly the first time,"
 ~ Mike Ronan

we'll be stuck with cargo ships," McAdam said, speculating that cruise ships could potentially be lured to other ports if Costa Rica continues to lag in its efforts.

"But," he continued, "we're very optimistic."

Despite the ups and downs on the path to making Costa Rica's ports suitable for additional cruise ships, the FCCA has been a constant and driving force steering the project.

"That is what the FCCA does- work with our partners to insure the best possible project results at the least cost possible" said Michele M. Paige, FCCA President.

Convinced that, given time, success will come, Rossi salutes the role of FCCA.

"The FCCA has always been willing to cooperate and impress the government with the requirements. What comes as an underdeveloped requirement is that (the) government is willing to listen to FCCA but not so much to local business, so after the FCCA gets the attention, locals have to battle with the follow-up..." Rossi noted.

"We have been working with the new government for the last four years and (have) discovered that a good part of the government officers are very much willing to cooperate and create better conditions for cruise ships," Rossi said.

McAdam agrees. "The FCCA has done a good job (and) has been very patient with Costa Rica," he said.

Some of the early missteps occurred,

in part, because the country ignored critical, initial suggestions from the FCCA and in part because of time restraints. Wasted money and lost time has been the result. Drawbacks include the port at Caldera doing double-duty as a

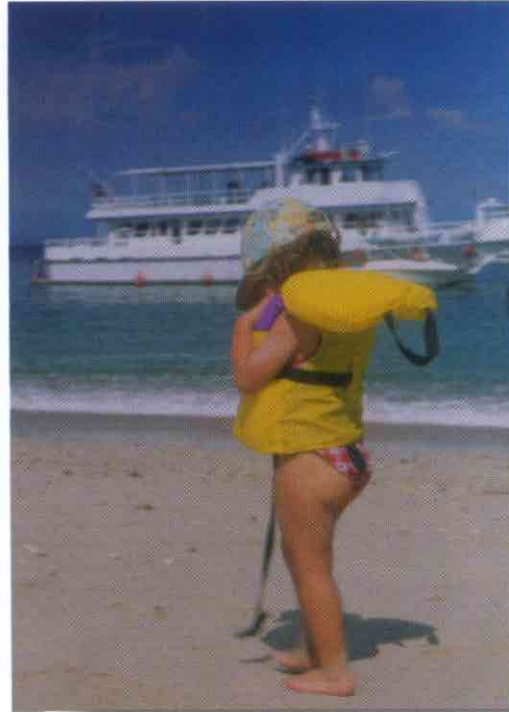
cargo facility and improvements made against the recommendations made by the FCCA and others working on the project.

In their rush to complete initial improvements, earlier committees allowed technical flaws, resulting in piers ill-equipped to

accommodate prevailing winds and changing tides. Even now, the ability to move vehicles on and off docks is restricted by improper dock fenders and widths. With inadequate designs, docks currently do not meet the needs of multiple ships and cannot accommodate efficient baggage and freight handling.

Today, a new set of government officials is working with the private sector to make certain that an increasing number of cruise ships call at Costa Rica's two major ports - Puerto Limon on the Atlantic side and Caldera on the Pacific. Yet, the cost of upgrading those ports remains a major obstacle.

Despite setbacks, the Costa Rican government is committed to correcting design flaws so that more cruise



ships will come calling.

"Their level of interest is very good (and) they value tourism," Ronan said of the Costa Rican government.

"It is always more difficult to fix something than to build it correctly the first time," noted Ronan, citing cost as the single major obstacle.

"We have agreed as an industry that we will work with the government to identify the needs (and) to work with all parties to keep the costs as low as possible," he added.

"Ships (have been) coming to Costa Rica since the previous decade but after peaking at 190 in the Pacific and 90 in the Atlantic in 1997, they have been decreasing some 10 percent per year due to poor infrastructure conditions," Rossi noted.

According to Rossi there will be 130 ships in the Pacific and 64 ships in the Atlantic for this season. Even though numbers are slipping, Niehaus is delighted with the prospects.

"Once the ports are cruise-ship worthy, we expect to receive approximately 195,000 tourists which will generate

approximately \$20 million in revenues for the country," he speculated.

While the initial effort fell short, it did



meet all budgets and choices of visitors," Castro said.

"The location of Costa Rican ports, Limon and Puntarenas, is equidistant to San Jose, which is located in the middle of the country. This does not mean a long drive for inland shore excursions; instead, it allows visitors to enjoy tours with lots of elements," Castro added.

The confidence of Swiss Travel's President Emilia Gamboa and others like her have helped to keep the project moving forward.

generate enough interest to involve private companies, which worked to set up shore excursion products. Those, happily, are well received.

Passengers have discovered that Costa Rica's shore excursions are "some of the best in the Caribbean and trans-canalar itineraries," noted Swiss Travel President Emilia Gamboa.

"Options are almost endless when it comes to planning shore excursions and tailormaking unique and constantly new offers to the fast-changing market," Gamboa continued, crediting the success of shore excursions to the country's beauty and diversity.

TAM Travel Corporation's President Guido Castro is optimistic about shore excursions.

"We are continuously working with enthusiasm to develop new tours to

"During all these years our government has provided us with enough tools to make our way. However, we must understand that our economical resources are limited. Costa Rica has been able to position itself among the most exciting destinations for cruise

"That is what the FCCA does- work with our partners to ensure the best possible project results at the least cost possible"
~ Michele M. Paige



ship calls on both of its coasts," Gamboa said.

"Any progress is welcome as long as the industry is involved," remarked Holland America's Vice President of Caribbean Relations Matthew Sams.

"The ports are ready, but could be in a

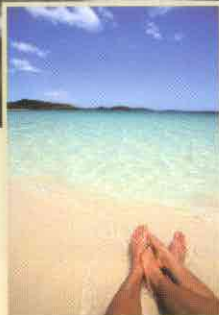
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little better shape," he noted.

Once work is completed on the port, incentives will play a major role in drawing even more cruise ships to Costa Rica.

If we don't do anything soon, we're going to lose the whole industry (and) we'll be stuck with cargo ships."
 ~ Marco McAdam

"We are talking with Costa Rica's new government about incentives, creating a more friendly environment for business to grow to increase traffic," explained Ronan.

Similar to the agreement worked out with Antigua, incentives likely will be based on factors such as purchase of goods in Costa Rica, the number of Costa Ricans employed by the cruise lines, the number of annual calls and the total number of passengers brought to the country.



"A few of the incentives we have been trying to promote are no rate increases without a previous study; giving docking priority to cruise (ships) over cargo ships; improving infrastructure and training personnel to better attend cruise ship passengers," Niehaus explained.

The hope is that incentives will pay off for Costa Rica, the same way they have for Antigua which has been extremely successful in increasing its cruise passenger arrivals.

As the project inches closer to reality, those involved have taken note of the vital role played by FCCA.

Working with the FCCA "has been a great and long-term experience," noted Sams of Holland America, which currently has three ships home ported in Costa Rica.



adding, "In (this) type of business where some key factors transform it into a very unique and different activity, it's a big help having FCCA facilitating and provoking a responsible and equal development by guiding all the parties involved into the same goal."

"Notwithstanding the efforts of our

"The FCCA is comprised of 13 separate lines, and the know-how of the

"...after the FCCA gets the attention, locals have to battle with the follow-up."
 ~ Alberto Rossi

individuals (sets) the agenda for the FCCA," observed Sams, who has worked with the association for more than 13 years.

"The FCCA is remarkably important for its constant role," Gamboa noted,

private enterprise, we need constant support from the FCCA; so that, together we can make the government aware of the urgency and vital importance to count on better port facilities," Castro said.

"We have been impressed by the FCCA. They have been very helpful in expanding the cruise ship industry for Costa Rica," Niehaus agreed.

Lynn Grisard Fullman is a freelance journalist, published in numerous publications. She has won many awards including being named the 1998 Southeast Tourism Society Travel Writer of the Year

Jamaica & Cozumel Training



During this last quarter, the FCCA conducted a number of Successful Service Excellence training sessions in Jamaica and Mexico.

Between the three sessions over 400 Caribbean nationals had the opportunity to enhance their guest-relations skills. Led by Matt Zemon, FCCA creative/outreach director, the programs deal specifically with handling cruise passengers and is directed towards all Caribbean citizens who work with the cruise guests.

The first sessions were held at the Renaissance, Jamaica Grande Resort in Ocho Rios after a request from Chukka Cove Farm, Ltd. Coordinated by Norma Bailey-Moore, the training sessions had over 150 people in attendance. Represented at the training was a cross-section of the Ocho Rios service sector including taxi drivers, tour guides and members of the arts and crafts cooperatives.

CCS Tours in Montego Bay coordinated the next training sessions, held in the CCS Conference Room. Lee Bailey, president of CCS, organized the train-



ing which focused on enhancing the guest experience in Montego Bay.

Octavio Molina and Aviomar organized the Cozumel training sessions, held at

the Coral Princess Hotel in Cozumel. Over 110 people from Playa del Carmen and Cozumel came to enhance their customer service abilities. In attendance were members of Aviomar's Cozumel and Playa del Carmen operation, as well as guides and managers from Pelicanos, Snorkel Center, Sand Dollar Sports, Atlantis Adventures and Fury Catamaran.

In an effort to reach as many people as possible the FCCA has recently had the Service Excellence training materials translated into Spanish. Aviomar's public relations manager Fidel Ladron de Guevara provided interpretive services.

The FCCA training programs are available free of charge to FCCA Members. For more information call Matt Zemon at 954.441.8881 or by e-mail: training@f-cca.com.

The 7th Annual Florida-Caribbean Cruise Association Gala Dinner

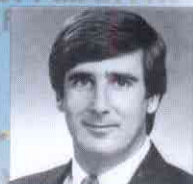
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ITINERARY PLANNING: AN IMPORTANT PART OF THE OVERALL CRUISE EXPERIENCE

By Terry Thornton, Vice President Marketing
Carnival Cruise Lines and Chairman of the FCCA Marketing Committee



Cruising continues to grow at an unprecedented rate – a record 6.9 million passengers set sail in 2000 – a whopping 19 percent increase over 1999.

One of the reasons behind this tremendous rise in popularity is that cruising offers a truly hassle-free vacation experience, providing guests with the unique opportunity

“There is no single reason why a cruise line chooses a port but rather the collective sum of a number of factors, each of which plays a critical role in an itinerary’s overall success.”

to visit a diversity of sightseeing destinations in a single voyage. Without the need to pack and unpack or rush through airports, guests can just sit back and relax while their “floating resort” takes them to a variety of sunny, exotic ports of call, each

cally different from a land vacation.

Given the importance of itinerary in vacationers’ decision-making process, it’s no wonder why cruise lines go to great lengths to assemble itineraries that appeal to consumers and ultimately generate revenue for the company. But what exactly goes into determining a ship’s itinerary?

Obviously, a port’s amenities and attractions – beaches, historical sites, ecotourism opportunities, shopping, snorkeling, watersports, etc. – are of prime importance, as they are first and foremost in consumers’ minds when considering a vacation.

Equally important, however, is the overall perception of the destination itself – i.e. its “marquis value.” Guest satisfaction is paramount to cruise operators and a destination with strong name recognition makes it that much easier to market an itinerary to potential vacationers.

The industry is carrying more first-time cruisers than ever, meaning that, more than likely, guests have never visited the destinations on their ship’s itinerary, basing their opinions instead on information

gleaned from word-of-mouth referrals, travel agents, advertising or sales brochures.

The perception of a destination in con-



A group of passengers depart in Antigua

sumers’ minds, reinforced by the port’s own intensive marketing efforts, ultimately leads to a top-of-mind awareness about the destination and increases its “marquis value” to both consumers and the cruise industry as a whole.

While not immediately apparent to consumers, issues such as infrastructure and logistics also play a key role in itinerary selection. Not only must the port possess

“Cruise lines go to great lengths to assemble itineraries that appeal to consumers and ultimately generate revenue for the company.”

strong consumer appeal, it also must offer adequate transportation between the port and attractions, sufficient docking space, convenient fuel and water hook-ups, and



Ships docked in Nassau.

offering its own cultures, sites and attractions. It’s what makes cruising so dramatic-

ly different from a land vacation.

qualified vendors in a variety of business sectors for provisioning purposes.

The availability and variety of organized shore excursions is another key element in itinerary planning. Local tour operators must not only be qualified and offer their services at reasonable prices, they must also be accessible and willing to work with the cruise operators in setting schedules, transferring guests to and from the ship and various other logistical issues.

Other factors such as costs associated with visiting the port – dockage fees, head taxes, etc. are also considered when planning an itinerary. Port officials must also demonstrate a willingness to work with the cruise lines to enhance the overall port experience, improve infrastructure and develop new and different tourism opportunities.

Even a ship's speed plays a role in itinerary planning, as it determines whether a vessel




of safety and security of a cruise lines' guests and crew must be provided before a cruise operator can even consider committing to a particular port-of-call.

As you can see, there is no single reason why a cruise line chooses a port but rather the collective sum of a number of factors, each of which plays a critical role in an itinerary's overall success. To have strong tourist appeal without the necessary infrastructure – or vice versa – greatly diminishes a port's attractiveness to itinerary planners.

can reach the destination in a timely fashion, allow for sufficient time for guests to visit the various attractions and return to the port of embarkation in time for the next cruise.

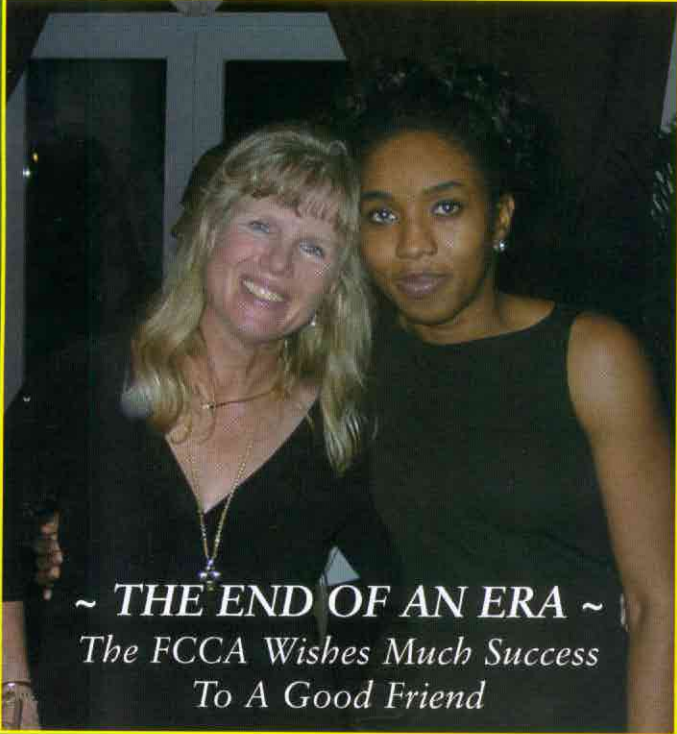
And it goes without saying that assurances

A ship's itinerary is an integral part of the overall cruise experience. We in the cruise industry look forward to working with our port partners in creating new and exciting schedules that provide guests a broad spectrum of experiences while making a positive economic impact to the destinations themselves. 🌊

Barbados Issue  Fourth Quarter 2000

Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE



~ THE END OF AN ERA ~
The FCCA Wishes Much Success
To A Good Friend

Julie-Anne Burrowes recently left the FCCA to return to her home country, Barbados. She has accepted a position with Tall Ships, an FCCA Platinum Member.

Why Can't We All Just Get Along?

By D. O. Christian Rieger, Contributing Writer

A Slight Misunderstanding:

A man is driving up a steep, narrow mountain road in St. Lucia. A woman is driving down the same road. As they pass each other, the woman leans out of the window and yells "PIG!"

The man immediately leans out of his window and shouts back, "WITCH!"

Seconds later, the man rounds the bend and crashes into a pig in the middle of the road.

Misunderstanding.

And you will have the rest of the story after the following from our sponsor.

Courtesy. What Is It, How Important Is It, How Do We Maintain it?

Courtesy. It is the pivotal point from which the Golden Rule operates: Do unto others as we would have them do unto us. We would not be given this rule if this sort of behavior came easily or

"The more pleasant a guest's experience, the more apt they are to tell their friends back home about us, and the more apt they will be to return."

automatically. We are given this rule to make the effort to be good to each other - all each others.

The dictionary tells us that courtesy is also called politeness, good manners,

and affability. It is related to modesty and decorum. It is the behavior by which we conduct ourselves with thoughtful regard for the feelings of others. Its opposites are discourtesy, incivility, rudeness and surliness. Courtesy is also said to be politeness connected with kindness. It is a polite or considerate act or remark graciously respectful of the positions and feelings of others.

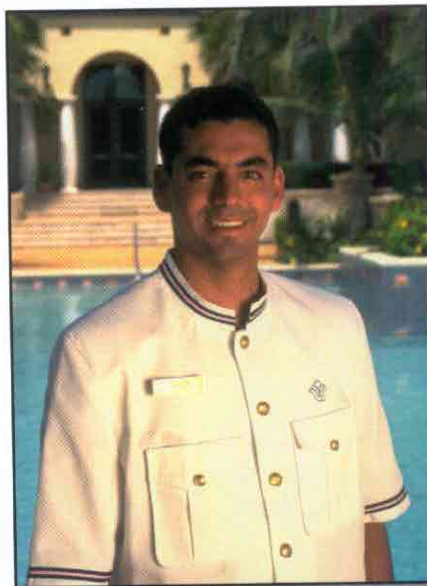
Those of us who come in contact with cruise ship passengers provide a variety of services and activities. Some of us are shop keepers, some are waiters or taxi drivers, others are tour guides and some are crews on snorkeling boats. What binds us all together is we work to ensure our guests have a pleasant experience. If you serve the perfect food at the perfect restaurant and the help is surly, customers will not return. No matter how good the cruise ship is, the tour bus, the sailboat, the jeep or the taxi, without courtesy, they are meaningless. Even if all else is good, a good experience can be ruined by a surely remark.

Adalberto Trujillo is the Marketing Manager for Fury Catamarans, providing snorkeling trips to cruise ship passengers in Cozumel, Mexico. "Courtesy and customer service are the priorities at Fury Catamarans. Our supervisors, captains, guides and crew members are number one in their fields of expertise. They are also motivated, hospitable and happy people whose goal is to make sure our passengers are happy. Every new

employee must train on the technical aspects of their jobs and then they are instructed on the importance of courtesy and customer service. Each employee goes on several tours with different crew members so he or she may learn that

[courtesy is] the key that makes Fury Catamarans a success."

What makes the passengers' experiences memorable is the attitude of the help - the courtesy. "Our employees make sure that from the time the passengers board the boat



Aruba service with a smile.

until the time they leave, their experience will be a highlight of their holiday."

If an employee is unhappy in his work, he will probably not be good with passengers. A happy employee in a customer-service environment is paramount to maintaining courtesy with customers. "In order to maintain our very high standards of courtesy and service, we have weekly meetings where employees and management have open communication." In this ongoing effort to maintain their standards, the company has also participated in the FCCA Service Excellence training program. Of the program, Adalberto said, "The program was pleasant and informative. The FCCA's perspective on how to treat the different types of customers in order to keep them

happy was very helpful."

The Pig in the Road

The man collided with the pig in the

r o a d because of his misunderstanding. And in the tourism business, more often than not, it is misunderstanding that precipitates a crisis in which courtesy is absent -

at this juncture, we collide with the pig within us. We can improve our courtesy aptitude with understanding. Courtesy is born of understanding - the understand-



Old Town Trolley, known for courteous conductors.

ing of what makes visitors tick, and understanding of what makes us tick. If we understand what is motivating tourists, courtesy is more likely to be in all our dealings with them.

The most important thing tourists do differently than us is they are here to visit rather than live. They are in our countries to relax and get away from the hustle and bustle of their home. Or to get away from the weather. Or to escape the tedium. In part, they come to where we live to temporarily uplift their lives. The expectation is that life is good here and they want to be a part of it, even if it is for just a short time.

Most of our visitors will be pleasant; a

small minority will be the exception. While the unpleasant visitors will walk off the ship with "baggage" (by being distracted, rude or just cranky), while they are in our country they are our guests and it is our job to be courteous to them, regardless of how they treat us.

The ramifications of not being courteous are far-reaching. In many cases it leaves a negative impression of our entire country.

For many cruise passengers, cruising is a way to determine which destinations they would like to return to for a longer vacation. The more pleasant a guest's experience, the more apt they are to tell their friends back home about us, and the more apt they will be to return. ♪

D. O. Christian Rieger manages a bike and walking tour business in Key West, Florida. He has also written tour scripts for several major tourist destinations.

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Sea Lab

By Michele Smith, Contributing Writer

Royal Caribbean International and The University of Miami's Rosenstiel School of Marine and Atmospheric Science announced that they have joined forces in an unprecedented collaboration to use state-of-the-art technology to study the ocean and the atmosphere to provide an exciting new venue to increase the public's awareness and understanding of our planet. The National Oceanic and Atmospheric Administration (NOAA) and the National Science Foundation will also be involved in this first-of-a-kind alliance.

Equipped with a high-tech atmospheric and an oceanographic laboratory, Royal Caribbean's newest vessel, *Explorer of the Seas*, will help scientists discover answers to today's most significant questions in ocean and climate research. The facilities will be managed by UM's internationally recognized Rosenstiel School.

Beginning on October 28, *Explorer of the Seas*, will sail a weekly seven-night Eastern Caribbean itinerary from Miami and cross the Gulfstream, the major passages between the Atlantic Ocean and the Caribbean Sea, and enter the trade wind region. This ship's repetitive cruise track will allow scientists to collect important information continuously during weekly cruises, thus supplying a long-running, detailed data set never before possible.



"This partnership of cruising and science is an exciting and wonderful approach to modern science," said Otis Brown, Dean of the University of Miami Rosenstiel School. "By making more than a million-dollar contribution to the project and housing the facilities on *Explorer of the Seas*,

Royal Caribbean International will greatly assist all researchers. What we will learn about critical ocean and atmospheric systems will have a substantial impact."

Royal Caribbean / UM Partnership

Scientists from Rosenstiel, NOAA and other research institutions around the globe will conduct research to identify and track pollutants in the air and sea, measure the flow of currents to understand the balance and distribution of heat on the planet, collect data for use in ocean and hurricane models, and monitor important, but hard-to-measure populations of organisms living in the sea.

"Royal Caribbean International is proud to be associated with a world-class research institution such as Rosenstiel School," said Jack Williams, President, Royal Caribbean International. "With their experience and leadership in this arena, scientists from the University of Miami have designed a new way of conducting ocean research which promises a bright future for our understanding of the planet and our ability to share that knowledge with its inhabitants.

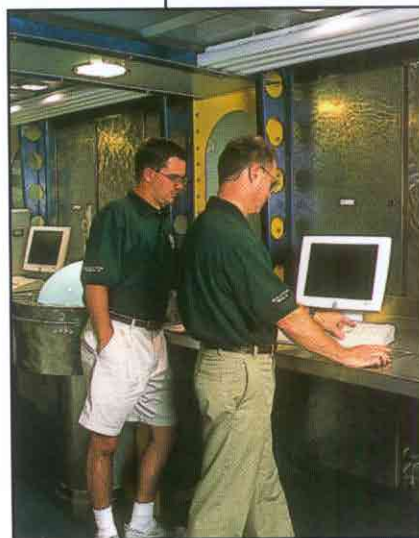
Guests aboard the *Explorer of the Seas* will be availed a new look into the exciting and dynamic world they are traveling through, interacting with scientists onboard and having

access to real-time imagery and information about the ocean and atmosphere. Through two interactive exploration centers, laboratory tours, feature films, and special guest speakers and interactive sessions, each passenger will in essence become an explorer of the sea. The University of Miami's Rosenstiel

School ranks among the top oceanographic institutions in the world. The school's nearly 100 faculty members cover virtually all fields of ocean-related science,

including marine physics, chemistry, geology, biology and policy making. Rosenstiel scientists address a wide range of topics related to the environment and man's growing influence on the natural world. They are at the forefront of research on circulation in the atmosphere and ocean, and its influence on the movement of

pollutants and global warming, as well as issues such as hurricane development, sea level change, and fisheries. For more information about UM's Rosenstiel School, visit www.rsmas.miami.edu.



Rosenstiel School of Marine and Atmospheric Science Quick Facts

Established in 1943, the school is recognized as one of the top oceanographic research and teaching institutes in the U.S.

The Rosenstiel School is the only subtropical oceanographic research center in North America.

Under the guidance of current Dean Otis Brown, the School has become a world leader in the study of how oceanic and atmospheric circulation patterns impact fish populations, coral reef habitats, global warming trends, hurricane systems, and oil spills.

The distinguished faculty includes approximately 90 scientists covering virtually all of the marine-related sciences in the world's oceans.

The School attracts more than \$26 million in annual federal and private research funding.

Mark Your Calendar



The Florida-Caribbean Cruise Association 8th Annual Caribbean Cruise Conference and Trade Show October 2-5, 2001

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FACES IN THE INDUSTRY

Hotel Director, **Brian Walters**, Norwegian Cruise Line

I was born and grew up just outside the town of Montego Bay, Jamaica. After graduating from college I moved to the city where I worked in a small hotel as a bellhop for two years. While working at this hotel I was introduced to the personnel manager for "Norwegian Caribbean Line" (which was the original name of the company) who was on the island at the time recruiting staff for their two new ships. At the time I wanted to apply for the position of waiter but because I didn't have the necessary experience, I was offered the position as a bellboy, which I was very excited to accept.

In December of 1969 I joined the *M/S Skyward* where I worked as a Bellboy and a Cabin steward before being transferred to the *M/S Southward*. On the *M/S Southward* I held numerous positions and was promoted to a supervisor in 1977. I later held positions as First Steward, Chief Steward Crew and Chief Steward Passenger. In 1986 I was told that I would be transferred to the World's Largest Cruise Ship, the *S/S Norway*.

In October of 1992, I joined the site team at the shipyard in France to take out the *M/S Dreamward* (now the *Norwegian Dream*). I returned to France in January of 1993 to continue the site inspection of the *M/S Windward* (now the *Norwegian Wind*) and continued working on the *Wind* until March of 1994.



My next big assignment came in 1994 when I was offered the opportunity to be the Hotel Director onboard *The Golden Odyssey* and travel around the world on a charter cruise with 98% of the passengers Japanese.

After the *Golden Odyssey* I worked on three other NCL ships before returning to the *S/S Norway* for another two years. Then on to the *Norwegian Dream*.

During my 31 years with Norwegian Cruise Line I have received numerous service awards. My latest was an award for 30 years of service with the company.

As part of the continuing hospitality training I have participated in various marine hotel operation courses sponsored by NCL through Johnson and Wales University.

When I am not cruising the world I like to travel to places that are not on the ship's itinerary. I also like to return to my homeland at least twice per year to rediscover the treasures of my country. I like to read, play tennis when I get a chance and will soon start playing golf.

There are a few people that influenced my achievements over the years and I will always be grateful to them. I am also very appreciative of the opportunity this company has afforded me to see the world and be paid to do so. ♪



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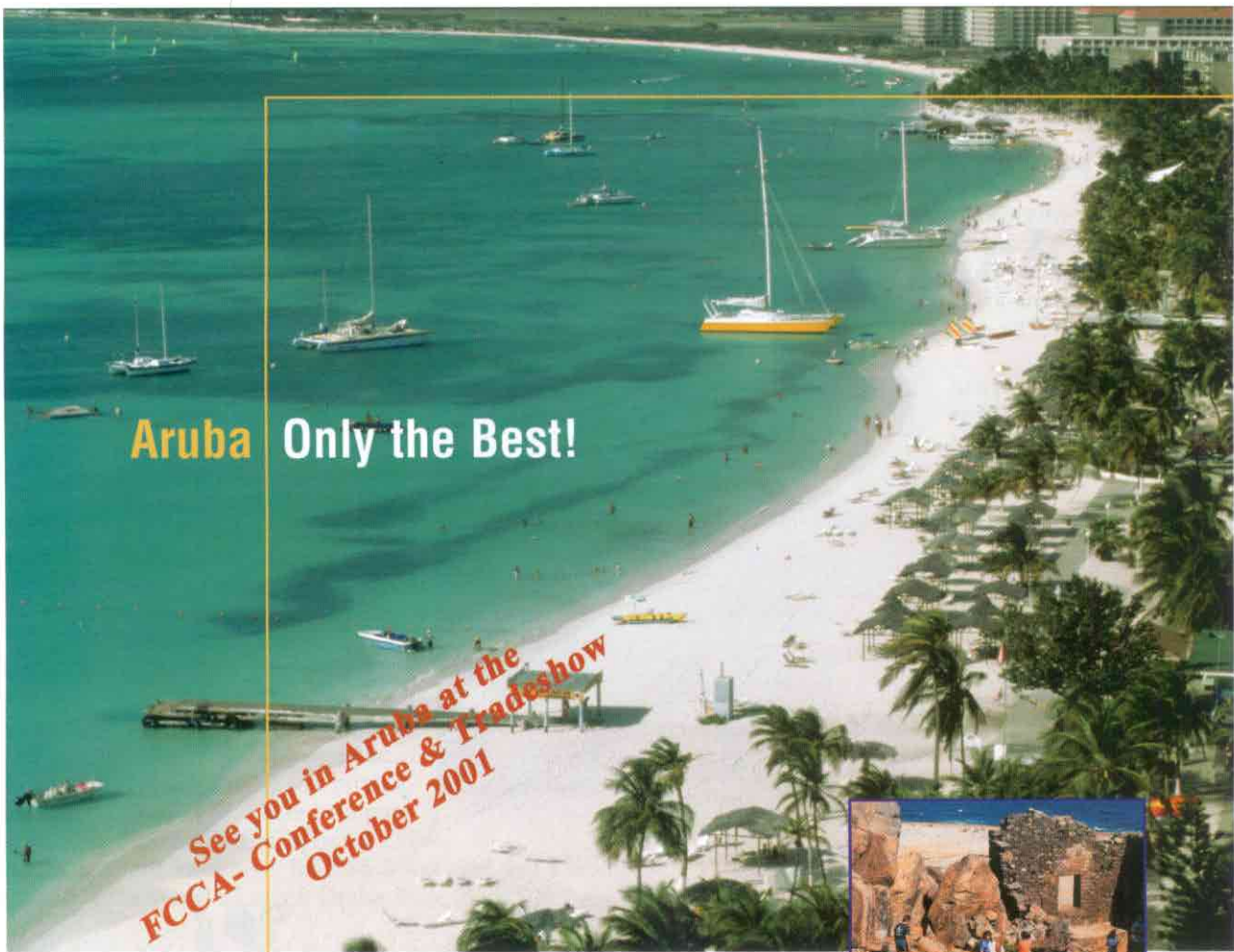


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