



Caribbean Cruising

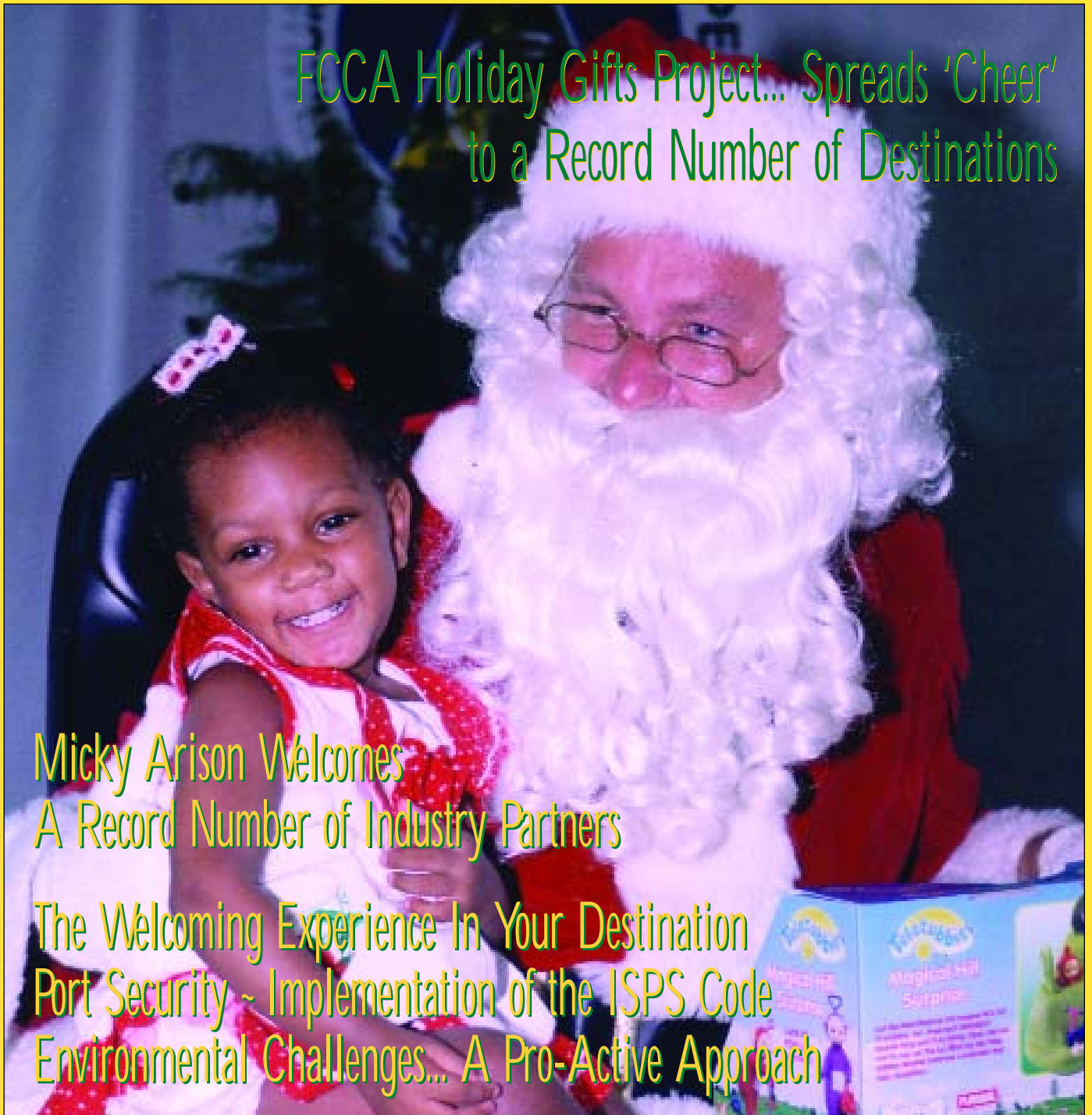
THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

Fourth Quarter 2003

FCCA Holiday Gifts Project... Spreads 'Cheer'
to a Record Number of Destinations

Micky Arison Welcomes
A Record Number of Industry Partners

The Welcoming Experience In Your Destination
Port Security ~ Implementation of the ISPS Code
Environmental Challenges... A Pro-Active Approach





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Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

Fourth Quarter 2003

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FEATURES

8 The Welcoming Experience in Your Destination
Know your product, know your visitor, create a vision of your destination and convey that through all the people that come into contact with the visitor.

11 FCCA Holiday Gifts Project Spreads 'Cheer' to a Record Number of Destinations
The Holiday Gifts Project is a way for us to reflect on the 'reason for the Season.' It is a time for giving, and what better way to experience the joy of the season than through the eyes of a child.

14 10th Annual FCCA Caribbean Cruise Conference & Trade Show... One for the Records!
With record-breaking numbers of over 1,000 industry partners and cruise executives in attendance, this year's Conference was heralded as a tremendous success.

22 Port Security ~ Implementation of ISPS Code
The cruise industry believes that the process towards compliance with the ISPS Code, which is Internationally mandatory by July 2004, is on track.

27 Environmental Challenges... A Pro-Active Approach
It is critical that local and national government officials pursue projects that benefit the community but preserve the beauty of the areas for future generations.

Happenings

- 9** Cayman Islands' Conference
- 13** Micky Arison's Welcome
- 19** FCCA Conference Successes
- 28** FCCA Gala Dinner
- 29** Essay Contest Winners
- 31** Marketing Your Business

Departments

- President's Letter **3**
- Platinum Events ~ St. Maarten **5**
- New Platinum Member Profile **6**
- New Ship Profiles **24**
- Faces in the Industry **32**
- Around the Caribbean **32**

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Disney Cruise Line • Holland America Line • Norwegian Cruise Line • Princess Cruises
Royal Caribbean International • Seabourn Cruise Line • Topaz International Cruises*

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President's Letter



*Michele M. Paige with Theo Heyliger,
Commissioner of Tourism, Economic Affairs
& Harbour ~ St. Maarten.*

Working Together...

"The challenge for every organization is to build a feeling of oneness, of dependence on one another... because the question is usually not how well each person works, but how well they work together."

The Member Lines of the Florida-Caribbean Cruise Association would like to thank you for giving us the opportunity to work with you and for your ongoing participation in the *FCCA Caribbean Cruise Conference & Trade Show*. Because partners like you, our industry has been able to grow.

The Conference in St. Maarten was not without challenges, a few of which promise to bring about some positive changes. Nevertheless, nearly 1,000 of the industry's top leaders demonstrated their resolve as they pulled together to make this year's event a huge success; the 10th Anniversary of the Conference celebrated its

largest turnout ever. We salute St. Maarten/St. Martin and all our industry partners for their unwavering commitment to working together.

It amazes me to see how far we've come and to see so many of our longtime friends and partners in attendance – the Conference generates a tangible feeling of oneness that warms my heart.

In this issue of *Caribbean Cruising*, we present an overview of this year's event, from FCCA Chairman Micky Arison's opening speech to the closing tour and luncheon for FCCA Platinum/Associate Members. Featured in this magazine are articles by FCCA Member Lines' executives on Conference workshop topics: Michael Ronan, *The Welcoming Experience in Your Destination*; Howard Newhoff, *Port Security ~ Implementation of the ISPS Code*; and Richard Pruitt, *Environmental Challenges ~ A Pro-Active Approach*. To commemorate the 10th Anniversary of the Conference, we also present a handful of examples on how working together can lead to success – as told by Conference veterans.

Thanks again for doing your part - we look forward to continuing to do our part... *See you in the Cayman Islands, October 4-8, 2004.*

Respectfully yours,

Michele M. Paige



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Platinum Associate Members... Work & Play Together at the FCCA Conference

P

latinum Associate Members, the industry's most loyal and ardent partners, worked together with cruise executives from the FCCA Member Lines to build stronger social/business relationships...

During the week-long FCCA Caribbean Cruise Conference and Trade Show in St. Maarten, October 7-10, 2003, members of the Platinum Associate Membership Advisory Council (PAMAC) took advantage of the many opportunities available to them to renew old friendships and continue building business relationships with cruise executives from the FCCA's 11 Member Lines.

The Conference's activities began on Tuesday, October 7th, with the annual FCCA Golf Tournament. While open to all delegates, many Platinum Members took full advantage of the opportunity to tee-off with the Cruise Executive of their choice.



Platinum Associate Members & Cruise Executives get together at La Belle Vie Restaurant.

On Thursday, October 9th, Cruise Executives and Platinum Members were invited to an exclusive luncheon hosted by fellow Platinum Member Bobby Velasquez of St. Maarten Tender Services N.V. Members had the option of travelling to the La Belle Vie restaurant via motor coach or by one of Bobby's water taxis. The ferry ride enabled new members to 'break the ice' with cruise executives and other Platinum Members. Once at the restaurant, all participants were royally treated as a feast fit for a king was served. As a final touch to a very memorable event, everyone was provided with a nicely packaged bottle of spirits.

A primary goal of the FCCA this year was to have Platinum Members more actively involved in the Conference's business

sessions. We invited numerous Platinum Members to share their expertise on the various topics presented at the Conference workshops. The Member Lines of the FCCA would like to thank the following individuals for their participation.

Marketing Sessions:

- **Rick Murrell**, President ~ Tropical Shipping
Converting Cruise Passengers to Land-Based Vacationers
- **Jose Suarez**, Executive Director ~ Puerto Rico Tourism Company
Marketing Your Destination ~ Cruise Line Marketing of the Caribbean Today



Jose Suarez (center), Puerto Rico Tourism Company, joins FCCA Member Lines' cruise executives during a roundtable discussion.

- **Vicky Iglesias**, Managing Director ~ St. Maarten Sightseeing Tours & GoGo Travel
Family Marketing

Shore Excursions/Operations Sessions:

- **Milton Henriquez**, Managing Director ~ Aruba Ports Authority
Port Security
- **Jill McCall**, Regional Sales Manager ~ Atlantis Adventures
Children's Programs
- **Bill Roversi**, Vice President ~ Royal Marine Insurance Group
New Tour Operator Guidelines/Tour Operator Insurance Program
- **David Gegg**, Managing Director ~ Cruise Solutions Belize
The Welcoming Experience in Your Destination



"This was the Port of St. Petersburg's first FCCA Conference as a Platinum Member. As a port that desires to enter into the cruise industry for both home port and port of call opportunities, our Platinum Associate Membership gave us direct access to numerous senior level Cruise Executives enabling us to form a much closer working relationship with the FCCA Member Lines," said Michael Perez, Port Director, Port of St. Petersburg.

On Friday, October 10th, Platinum and Associate Members were invited to enjoy a day of leisure along with key executives from the FCCA's Member Lines at an exclusive tour to fabulous Orient Beach. The day began with a shopping tour to the town of Marigot, on the French side of the Island. Members were then presented with a final opportunity to enjoy the Island of St. Maarten/St. Martin on their way to one of the Island's most beautiful beaches, Orient Beach. A delicious lunch along with delightful tropical drinks were provided by Ian Gurr, The Rendezvous Tour Company, at a lovely beach side restaurant.

The day-long excursion concluded after everyone had an opportunity to enjoy the truly beautiful beach. Farewells were said as everyone started looking



Ian Gurr (center) welcomes FCCA to an exclusive 'Beach Rendezvous' tour for Platinum Members & Cruise Executives.



Platinum Associate Members share a farewell toast, as another year goes into the record books.

forward to the next FCCA Platinum/Associate Membership event... see you there!

Upcoming Events:

Platinum Associate Membership Advisory Council Cruise
Aboard the Majesty of the Seas, Royal Caribbean International
January 30 - February 2, 2004

Platinum Associate Membership Advisory Council Cocktail
Reception & Dinner Party
At the Residence of Michele M. Paige, President, FCCA
March 14, 2004

Platinum Associate Membership Advisory Council Meeting
Carnival Cruise Lines, Ship TBD
March 19, 2004

FCCA Platinum/Associate Membership Luncheon
Carnival Cruise Lines, Ship TBD
March 19, 2004

New Platinum Associate Members

HONDURAS INSTITUTE OF TOURISM

Thierry De Pierrefeu, Minister of Tourism

Col. San Carlos, Edif. Europa, 5to. Piso, Tegucigalpa, Honduras, 03261

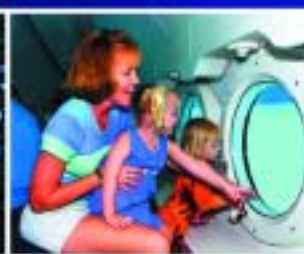
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The Honduras Institute of Tourism is the official government organization responsible for all promotion activities. The Country offers archaeology, anthropology, reef & beaches, nature & adventure, colonial cities and the necessary facilities for congress, conventions and incentive travel. Our best attractions are de Maya Ruins of Copan and the Bay Islands.

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The Welcoming Experience I n Your Destination

By: *Michael Ronan ~ Associate Vice President, Destination Development
Royal Caribbean International*



Michael Ronan (center), Royal Caribbean International, moderates one of the Conference's workshops.

The Destination Experience...

In our continuing effort to explore opportunities to maximize the positive aspects of the cruise/destination relationship and its benefit to the visitor and destination, we brought together three key players from the region.

Honorable Theo Heyliger, Commissioner of Tourism, Economic Affairs, Harbour & Energy for the St. Maarten Department of Tourism; David I. Gegg, Managing Director for Cruise Solutions Belize Limited; and Larry Stauffer, Recreation & Island Operations Manager for Disney Cruise Line, formed the panel which I moderated, on the Destination Experience.

Starting off with the private sector view, David shared with us how as a tour operator he has been able to meet the needs of one of the fastest growing cruise destinations in the Caribbean. Belize has grown over 400% in the last two years and with its unique combination of tendering, multiple water based tours and long land based tours, it has created a challenge both from the hardware sense and the software or personnel side. David conveyed to the workshop the importance of extensive and constant guide training and re-training to maintain a quality product, especially in times of rapid growth.

This carried over into the heavy use of staff in the welcoming and tour dispatch phase of his operation that all important

first impression. Of course, all staff are uniformed with nametags and clear signs for each tour. The same holds true for the water based tours where land operators have brought new boats online but the guides make the final difference in the product quality.

David also emphasized the importance of training for taxi drivers and other positions that require direct contact with the passengers, which the Belize Tourism Department has undertaken to address. He also makes every effort to incorporate local hotels and restaurants in his programs, thus creating important linkages to the land based tourism product and the potential for return visitors to Belize.

Larry Stauffer of Disney Cruise Line picked up the theme at his point and provided a very colorful and informative outline of how Disney approaches the experience delivery issue. Fundamentally, the successful Disney formula is based on the promise that there is a "person behind every memorable experience."

They make sure this expectation is fulfilled by maintaining a business model based on five fundamental criteria:

- 1) A clear vision that becomes the culture of the company*
- 2) Invest in your people – make them part of the experience*
- 3) Attention to details, like languages*
- 4) Personal contact by management, walk-the-walk*
- 5) Understand your guests and staff – survey visitors and employees, use their ideas to improve the experience. Above all, remember that you are working in a service-oriented environment.*

As Larry completed his comments and his video presentation, we all reflected and commented on how truly basic the concepts are to tourism but how infrequently we truly get them all in place.

While reflecting on Larry's contribution, we turned the floor over to Commissioner Heyliger of St. Maarten who share with us how St. Maarten has handled the transition from a



*St. Maarten welcomes
cruise passengers with a little local flavor.*

tendering port to a docking port with four mega ship berths under his guidance. Confirming that the port of St. Maarten, through passenger surveys, now ranks second in the Caribbean Region only behind St. Thomas, USVI. He emphasized the work that went into planning the pier, terminal and reception services to achieve the standard of service they provide. Everything from the retractable awnings with benches along the length of the pier to the trolley system for the furthest ships.

Having recognized the significance of a positive first impression to attract the 70% first time visitors to consider a future vacation to St. Maarten, the Commissioner continues to work with the Port Authority on important elements like the water taxi service and regular taxi service, a well staffed information booth and quite interestingly the "Welcome to St. Maarten" sign which now is photographed by almost every visitor to the island by cruise ship. The later probably the best marketing dollars ever spent. In addition to all of this, he is planning live entertainment in the winter season as part of the new retail/craft/shopping area adjacent to the terminal.

After all was said and done, our panel had successfully provided the audience with a very clear outline of how to enhance your destination welcome experience. Know your product, know your visitor, create a vision of your destination and convey that through all the people that come into contact with the visitor. Sounds simple.

If only we could all put the pieces together successfully. Let's make that our goal for the year to work as partners to make each destination arrival a memorable experience.



Cayman Islands

**11th Annual
FCCA Caribbean
Cruise Conference & Trade Show
October 4-8, 2004**

Port Canaveral, A Partner For Success



Marketing Our Niche

Since Port Canaveral is located just 50 miles from Orlando—home to the most popular attractions in the world, with 43 million tourists annually—we focus our cruise marketing message on the ultimate Florida vacation experience—combining a trip to Orlando and Florida's Space Coast with a cruise out of Port Canaveral. And because Orlando is a name recognized worldwide, we refer to the Port as Orlando's Fun Port. Our very successful advertising campaign, "One Trip Two Vacations, Twice the Fun", targeted at both travel professionals and consumers, is in its third year. The campaign also promotes Orlando's Fun Port as closer to the drive market for 3-, 4- and 7-day cruises and is quickly becoming known as a leading Port of Call with more than 20 major attractions and shore excursions available to guests.

Regional Partnerships Help Fill Staterooms

We partner with regional tourism and planning organizations to leverage our marketing efforts. Our combined resources help us reach travel professionals and the cruising public with a frequent and consistent message that helps fill staterooms.

Plenty of Secure Parking

We have ample, secure parking and currently are adding spaces for future growth so your guests may always expect to have a smooth transition

from their vehicles to your vessels.

Electronic Signage Provides Guests Quick and Easy Access

We believe your guests should have the best cruise experience possible and that's why we've designed a state-of-the-art, electronic signage system to make it easy for your arriving passengers to find our terminals.

Fully-Dedicated, Island-Themed Terminals

Once inside our custom-designed terminals, your guests will experience a pleasant, island atmosphere with tropical foliage, cascading waterfalls and a panoramic ocean view of your ship. Our intention is to help your guests shift into a cruising mood even before they cross the gangway to your cruiseliner.

Port Canaveral is proud to be the homeport of the leading cruise lines and welcomes the opportunity to discuss how we may be able to help you tap into this growing cruise business niche. For additional information contact Bobby Giangrisostomi, Deputy Executive Director of Business Development.



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Ph: 321-783-7831 • Bobbyg@portcanaveral.org • www.portcanaveral.org

FCCA Holiday Gifts Project... Spreads 'Cheer' To A Record Number of Destinations

This holiday season, the Member Lines of the FCCA were kept busy with the preparation and delivery of gifts during the 8th annual *FCCA Holiday Gifts Project*. Approximately 5,000 under-privileged children and 23 destinations from throughout the Caribbean Region and Mexico were treated to a day full of holiday cheer... including a vast variety of fun games, toys and gifts.

In this fast paced world we live in, it is easy to forget the true meaning of the holiday season. The Holiday Gifts Project serves as a mechanism for us all to reflect on who we are, and more importantly whom we always wanted to be. This special time of giving and sharing allows us to experience the joy of the season, almost as if we were children once again. It's almost magical what the eyes of a child will conjure up in our hearts, so it is not only the children that look forward to the holiday season and this event; crew members from FCCA Member Lines anxiously await their turn every year to participate in this heart-warming event. Crew members are more than happy to dress up in a Santa Claus or elves' costume for the merry occasion.

The FCCA Member Lines, through the **FCCA Foundation for the Caribbean**, consider it a pleasure to continue to improve the lives of Caribbean citizens through projects such as this. After all, it is indeed more blessed to give...



The following Cruise Lines and destinations participate in the 2003 Holiday Gifts Project:

Carnival Cruise Lines

Aruba
Dominica
Freeport, Bahamas
Montego Bay, Jamaica
Mazatlan, Mexico
Progreso, Mexico

Celebrity Cruises

Antigua
Nassau, Bahamas
St. Kitts

Costa Cruise Lines

Dominican Republic

Disney Cruise Line

St. Maarten
St. Thomas

Holland America Line

San Juan, Puerto Rico

Norwegian Cruise Line

Belize
Cozumel, Mexico
Roatan, Honduras

Princess Cruises

Barbados
Cayman Islands
Grenada
St. Lucia

Royal Caribbean Int'l

Costa Maya, Mexico
Curacao
Ocho Rios, Jamaica

THANK
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One & All,
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St. Maarten, N.A.

Micky Arison Welcomes a Record Number of Industry Partners to the 2003 FCCA Conference & Trade Show



*Micky Arison, FCCA Chairman
and Chairman & CEO ~ Carnival
Corporation, opens the 10th Annual FCCA
Conference in St. Maarten.*

wonderful job and we appreciate the support of the industry and we appreciate you hosting us this week.

We do have record attendance, with more than 1,000 delegates at the Conference, which I think speaks well for how the people in this room, both the cruise industry and various sectors find the importance of this Conference. I would like to thank Colin Veitch, President & CEO, Norwegian Cruise Line and Richard Fain, Chairman & CEO, Royal Caribbean Cruises, Ltd. for both being here, as it shows how important they feel this Conference is to the industry and their companies. Between the various participants here from the cruise industry, the FCCA Member Lines represent over 90% of the global cruise industry, not just the Caribbean, and because of that there are unique opportunities in talking to various members about various potential and growth opportunities.

We are coming into a very tough environment both our industry and leisure...tourism in general. Obviously, the period post 9/11 was difficult in that this last year, the build-up to the war in Iraq, the SARS epidemic and many other political issues has put a strain on tourism globally, but despite that and primarily because the industry has made huge capital investments prior to September 11, although there have been recent announcements of additional capital investments out there, none-the-less huge

First of all, I would like to welcome you all here and thank the Commissioner and all the Government Officials of St. Maarten. Thank you for the warm and wonderful welcome to the island. This is a shining example of how the industry, local government, taxies and shop owners, the entire infrastructures here work together to get things done. They have done a

amounts of capital investments were made prior to 9/11 and that means the growth of the industry is really peaking at this period 2002-2005 and because of that, it has meant a lot of opportunities and yet some issues for certain destinations.

As we talked about here a few years ago, September 11 truly meant opportunities for destinations closer to the United States because a lot of ships were moved to ports within the United States. So that meant great opportunities for ports closer to the United States who have not seen a great deal of cruise tourism and that meant some difficulty for ports further away and deeper into the Caribbean. Some of that is starting to change now with the growth in cruise tourism in Europe, there becomes more and more opportunity in the deeper Caribbean. My company alone will operate nine ships in the Caribbean based in the Caribbean for European cruise tourism. Three will be based in Barbados, one in Guadeloupe, one in Montego Bay, Jamaica and four in the La Romana, Dominican Republic. This is just the beginning of the explosive growth coming from Europe and throughout the Caribbean as the preferred destinations in the wintertime for the European guests. So there is greater opportunity particularly from the European market for the deeper Caribbean.

I think, one of the key issues that is going to come out of this meeting is whether we come out unified and that is the critical issue in these difficult times. It is personally disturbing to me when tourism officials in the Caribbean, instead of talking about promoting tourism, talk about promoting divisions within the industry, talk about promoting taxation instead of talking about promoting entrepreneurship and investment, service, product, training, marketing, employment those are the types of things we should all be talking about in tourism. We don't need tourism officials splitting our industry; we don't need tourism officials talking about slow growth. Growth is going to be slow due to the events I've talked about. The capacity growth of '05, '06 looks significantly slower than the capacity growth of '02, '03, '04, but if we want to encourage reinvigoration, we have to unify and work together and we need to take the opportunities at hand.

To some degree, I know I'm preaching to the choir, that's why all of you are here, but I think it is an important point to make as the future really depends on all of us working together for the betterment of our companies, our countries and our people. Thank you very much and I hope this is a very productive and fruitful week for all of you.

10th Annual FCCA Caribbean Cruise Conference & Trade Show... One For The Records!



Conference participants join Micky Arison (center), at the Grand Opening Ceremony.

The Florida-Caribbean Cruise Association (FCCA) celebrated the 10th year anniversary of its Cruise Conference and Trade Show in St. Maarten, October 7-10, 2003. With record-breaking numbers of nearly 1,000 industry partners and cruise executives in attendance, this year's Conference was heralded as a tremendous success. Those in attendance included Ministers, regional government officials, port authorities, tour operators, tourism agencies and suppliers from throughout the Caribbean, Mexico, Central America, South America and the United States. At the Conference's opening ceremony, Micky Arison, Chairman & CEO, Carnival Corporation and FCCA's Chairman, delivered the keynote address in which he thanked the people of St. Maarten for hosting the 10th Annual FCCA Caribbean Cruise Conference. He stated: "With the explosive growth coming from Europe, the Caribbean has become the preferred destination in the wintertime for the European guests. So there are greater opportunities ahead."

To conclude the opening ceremony, the 2003 FCCA Foundation of the Caribbean's Essay Competition winners, Emmanuel Horsford from St. Thomas, (Junior division) and Chakara Bennett from the Bahamas (Senior division), read their essays and accepted their scholarship awards.

Throughout the Conference, delegates were able to meet with key marketing, purchasing and shore excursions/operations executives from the FCCA's 11 Member Lines. A number of issues were discussed at the 8-roundtable workshops.

The Marketing Sessions included:

1) Converting Cruise Passengers to Land-Based Vacationers

The workshop was led by Terry Thornton, VP, Market Planning, Carnival Cruise Lines. The session examined what is being done and what can be done to increase the return rate of cruise passengers as land-based vacationers. Each destination gave an overview of the 'Come Back Program' they currently have in place.

2) Family Marketing

Moderated by Linda Springmann, Director, Market Planning, Princess Cruises, the workshop discussed how destinations can attract the lucrative and fast-growing family market. Important information will be shared about product enhancements and marketing strategies that have been effective in attracting families which typically travel in the summer... traditionally off-season for most Caribbean destinations.

3) Marketing Your Destination

Terry Thornton, VP, Market Planning, Carnival Cruise Lines, moderated this workshop in which representatives from ports and destinations on the panel shared some state-of-the-art techniques they have adapted. It was proposed to jointly market destinations and the cruise lines in the future.

The Operations/Shore Excursions Sessions included:

1) Port Security

Special guest speaker Stan Deno, Director of Technical Operations, International Council of Cruise Lines, explained what the ports are doing to ensure a safe environment for our guests boarding cruise ships in turn-around-ports, as well as



Captain Domenico Tringale (far left), Carnival Cruise Lines, hosts a table at the St. Maarten Dinner Party Extravaganza.



those ports visited on cruise itineraries. A follow up of the ISPS Code implementation was also addressed.

2) *The Welcoming Experience in Your Destination*

The workshop led by Michael Ronan, Associate Vice President, Destination Development, Royal Caribbean International focused, on what guests expect when they arrive in a destination to compliment their onboard experience. Discussion on the difference of private ports versus public ports such as Castaway Cay and the Belize Tourism Village were examined.

3) *Children's Programs*

Charly McDonald, Specialist, Adventure Ocean, Royal Caribbean International, addressed the necessity to design shore excursions programs and pricing to cater to families traveling with children. Discussions on what the destinations can do to deliver the product, the possibility of offering children's rates and reducing liability for tours that are designed specifically for children; such as designating a staff member to accompany the tour, etc.



Cruise Executive delegation from Norwegian Cruise Line spends a few hours visiting and meeting with Trade Show exhibitors.

4) *New Tour Operator Guidelines/Tour Operator Insurance Program*

This session detailed the guidelines for new Tour Operators that wish to work with the cruise lines. Each panelist presented their particular cruise line's requirements and offered suggestions on how operators can get their 'foot in the door.' It also showcased the FCCA Tour Operator Insurance Program, which is one insurance program, available to Caribbean tour operators, in compliance with the requirements from the FCCA Member Lines.



Mayor Romeo Fleming, St. Martin, makes a presentation to Michele M. Paige during the Conference Closing Party in Marigot ~ St. Martin.

5) *Environmental Challenges ~ A Pro-Active Approach*

This workshop addressed the important of preserving the natural beauty of the sea. An overview was given of the steps the cruise lines are taking to preserve and protect a healthy environment, including Beach Clean-ups, Recycling, Coast Guard Specifications and Classifications.

FCCA Conference delegates and first time Associate Member attendees took the time to reflect on their over-all Conference experience:

"The Conference was a success and the magnitude of the FCCA partnerships with the industry is really being felt. The conference sessions continue to improve and the participation is also growing which is a great indicator. Hats off to the cruise executives, Michele Paige and her team for a job well done," said Jeffrey Beckles, Managing Director, Nassau Cruises Ltd./Jacharic Holdings Ltd.

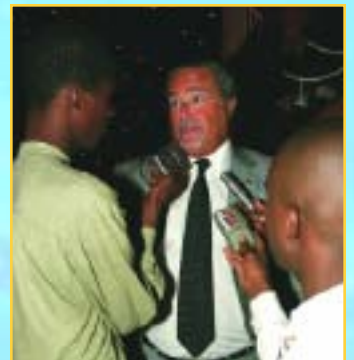
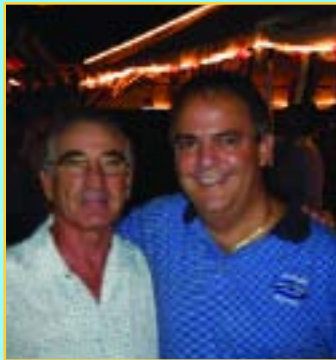


Michael Ronan (center), Royal Caribbean International, shares his views during one of his many Conference meetings.

FCCA Partners... Working &



& Playing @ The Conference





Larry Stauffer (left), Disney Cruise Line, in discussion with Minister Charles A. Savarin (2nd from left), Dominica and Minister Brenda Hood (far right), Grenada.

“Thank you for a truly professional event in every way. It was excellent, the best trade show ever, and I go to more than 40 a year,” said Bobby Giangrisostomi, Deputy Executive Director for Business Development, Canaveral Port Authority.

“The Conference was my first, the event was a great opportunity to meet colleagues from other cruise lines and representatives from the various destinations in the Caribbean where our ships call. Whether it was the one-on-one meetings, the scheduled visits to the exhibits in the trade show or the evening socials, I had more than ample opportunities to meet the people I needed to get to know. Great job by all involved at FCCA,” said Richard Pruitt, Director Environmental Programs Safety & Environment, Royal Caribbean Cruises, Ltd.

“I take my hat off to all the conference organizers on both sides of the island and the FCCA for making the events some of the best I have ever attended. We were proud to play a small part and we look forward to strengthening our relationships with the FCCA and it's Member Lines even more in the future,” Ian Gurr, Owner-Managing Director, Rendezvous Tour Company. Benoit Bardouille, General Manager, Dominica Port Authority, comments on his experience. “I must say that the FCCA 10th Annual Conference in St. Maarten was a great success. The hospitality was excellent and the Tourism Officials and other stakeholders of St. Maarten and St. Martin must be commended for a job well done.”

“The most efficiently organized and productive travel conference I have experienced.” G. Alberto Aliberti, Manager, Shore Excursions, Cunard Line. “Having the opportunity to develop new relationships with industry partners in a key market such as the Caribbean, and strengthening existing ones always makes for an enjoyable and productive time. This year's conference was no exception,” said John Sumanth, Manager, Market Planning & Research, Norwegian Cruise Line. Overall, I think the Conference was very good, it was one of the largest. I learned a lot from the two workshops I attended, quite informative; the Cruise Passenger Conversion & Marketing Your Destination were very good. I think the FCCA should continue pushing and encouraging the Cruise Passenger Conversion Program. I think a lot more Cruise Executives turned out this year, and they also made themselves very much available to meet with industry partners, and from the feedback I receive from my Jamaican colleagues, they share the same sentiments, their meetings went well, and it was a lot more convenient to meet with the executives, said Sharon Williams, Cruise Liaison, Jamaica Tourism Board.

As the Conference wrapped up on Thursday, October 9th, delegates were invited to join industry partners for an exciting Closing Party at the incredible West Indian Mall in St. Martin. The evening and Conference concluded with a ‘bang’ as an elaborate fireworks display was presented.

See you all next year at the eleventh annual FCCA Caribbean Cruise Conference & Trade Show in the **Cayman Islands, October 4-8, 2004.**



Colin Veitch (left), Norwegian Cruise Line, meets with Minister G. A. Dwyer Astaphan (center), St. Kitts and Leader of Government Sara Wescott-Williams (right), St. Maarten.

FCCA Caribbean Cruise Conference & Trade Show

10 Years of Success Stories... & Counting

In the wake of our tenth annual FCCA Caribbean Cruise Conference and Trade Show, we find ourselves reflecting on this years' success as well as those from the past decade. Many factors can be used to show the benefits of attendance, such as the sheer growth in numbers from 400 participants in the initial Conference in 1993, to this year's 1,000 attendees in St. Maarten as well as the lifelong relationships developed between these individuals. Overwhelming at times, this massive gathering of cruise industry executives, private sector partners, governments and others leads to the birth and or growth of many private sector businesses and public sector successes. As the first decade of the FCCA Caribbean Cruise Conference and Trade Show comes to an end, we would like to focus on five private sector companies, who are joined by the commonality of their industry success and active participation in the Conferences throughout the years.



Jeffrey Beckles (second from left) enjoys lunch with other Platinum/Associate Members on their exclusive tour.

Individual growth in a leader keeps product cutting edge...

As an excursion leader in the industry for many years, Jacharic Holdings, Ltd. has prided itself on having a superior product. Located on an ideal destination, less than 100 miles off the coast of Florida, in Nassau, Bahamas, they provide a variety of excursions, attractions and even their own island paradise, Blue Lagoon Island. With previous experience in the hotel and hospitality industry, Jeffrey Beckles' strengths put him on top, however as a newcomer to the cruise industry, he has gained invaluable knowledge through his FCCA Platinum Membership and attending the annual Caribbean Cruise Conference. Although Beckles stated, "I originally joined for opportunities to have direct access to major cruise executives," he has found many more benefits through his attendance at the Conference. "Each year the information exchanged at the Conference has helped Jacharic Holdings

chart our business and that of the industry, remain competitive and provide the best product," says Beckles. "The workshops and social events have provided an opportunity to stay cutting edge, with examples of the other industry leaders' ideas and their successes," which Beckles refers to as "benchmarking at it's best." Blue Lagoon Island's appeal to a broad demographic as well as it's cutting edge concept is what has kept it a "must see" excursion for family oriented as well as for other cruise lines destined for the Bahamas.

Cruise industry veteran with a well rounded outlook...

After hosting the first FCCA Caribbean Cruise Conference and Trade Show in 1993, Bridgetown Cruise Terminals Inc., and the island of Barbados received significant praise. Having been recently upgraded for the big event, the cruise ship terminal facility was on its way to reaching major recognition and business growth, as well as it's Manager, Rovel Morris. Shortly after the Conference wrapped up, however, Morris made the career change and came to work for the FCCA. At this position, he was able to witness the growth of Bridgetown Cruise Terminals Inc., as well as other cruise industry related companies, while having input in the topics and ideas covered in FCCA Conference workshops. "One of the most important topics for private sector businesses was how to keep evolving to meet the needs of the industry. Bridgetown Cruise Terminals has done this by expanding the terminals to accommodate larger vessels, updated terminals to accommodate passenger needs and provided Crew Discount Cards, that allow the ship's crew members to be involved in the destination through discounts on products across the island." These adaptations occurred with Morris' return to work for Bridgetown in Barbados. Following the industry setbacks and unforeseen factors of the past few years, this ability to evolve has kept Bridgetown on top. "We've experienced significant growth and increased passenger spending," says Morris. Now with further ideas and contacts having been generated at the Conferences, Bridgetown will be developing an attraction to further improve their product. "Along with the Original Canopy Tour, we will be forming a canopy tour using platforms, ropes and harnesses," that will be both adventurous and family friendly. Through the experiences of Morris' and Bridgetown Cruise Terminals, Inc., "the FCCA Caribbean Cruise Conference has always filled the need for communication, that is the base for fostering business in the industry."



Persistence of an attraction leader pays off down the line...

Having heard about the Caribbean Cruise Conference and Trade Show from a friend, Judy Schoenbein of Appleton Estate Rum Tours of St. Elizabeth, Jamaica attended her first one, six years ago. From this first Conference attendance and through her consistent involvement in FCCA sponsored events, Judy began to learn about the cruise line industry and how Appleton Estate Rum Tours would fit in as an excellent land based attraction. At the time, she also learned of a few aspects that were imperative to her success in this industry. By sharing this knowledge of cruise line insurance as well as of the excursion expectations of cruise lines and passengers allowed her to justify a membership with the FCCA to The Estate Owners. This newly gained support resulted in many physical changes around the Appleton Estate that allowed for greater compatibility with the cruise industry standards. "We replaced the gravel walkways with new brick walkways, installed handrails on steps, shaded areas with benches for rest as well as drinking water along the tour, making it easier for people to move." With the physical aspects of her attraction in line with the cruise industry standards, one would think it was only a matter of time for the cruise line business to arrive. The timeline for Schoenbein and the Appleton Estate was five years of her attending all of the Conferences and FCCA events, finally resulting in tours with Carnival Cruise Lines, Norwegian Cruise Line and Princess Cruises.

Her efforts greatly paid off! "My constant attendance paid off when a cruise line executive recognized me from past Conferences." Having gained this success, allowed her to attend the more recent Conferences with the focus now on evolving around unforeseen factors and expanding the product. She found the attendance of the 2001 Caribbean Cruise Conference to be extremely beneficial in learning ways to keep the industry afloat, through discounted travel and keeping open minds. Now, looking towards the future, Appleton Estate Rum Tour plans on expanding to include a full day tour of the Estate as well as a trip to the Y.S. Falls, a privately owned, 300 foot waterfall. "The passengers enjoy being taken back to the romantic times of pirates and rum, which is historic Jamaica at the Appleton Estate", says Schoenbein. They will soon be able to experience "the most magnificent waterfall on the island." By showcasing more of what the island has to offer, these guests will be eagerly awaiting their return to Jamaica and the Appleton Estate as land based vacationers.

FCCA gives birth in the form of a tour operator...

The year 2003 not only marks the ten-year anniversary of the FCCA Caribbean Cruise Conference and Trade Show,



Judy Schoenbein (second from left), enjoys an afternoon of frolicking and relaxing on the beach, along with a few fun loving friends.

but also the success of Fun Sun, Inc. of Roseau, Dominica. Attending his first FCCA event 10 years ago, Norman Pennycooke was able to present the new cruise-berth at Bay Front on Dame Eugina Charles Boulevard, as well as his new tour company, Fun Sun, Inc. These two additions were key in bringing cruise-based travelers into the experience of Dominica, "The Nature Island of the Caribbean." "With the help of Michele Paige and the FCCA, I was able to meet with the movers and shakers of the cruise industry, to discuss my business as well as get to know them on a personal level at the Conference's social events." The information gained at this initial Conference lead to improvements in the product as well as contracts with cruise lines. By the year 1999, Fun Sun, Inc. sold tours on every FCCA Member Line cruise ship that called in Dominica. Pennycooke accredits his success to the FCCA, saying "One cannot compete in this business without putting faces to names," which is the premier accomplishment of the FCCA Social Functions. Being an award winning tour operator, recognized by Princess Cruises as the top land tour for the Caribbean, Fun Sun, Inc. was able to stay active in the game through rougher industry times. "Attending the FCCA Caribbean Cruise Conference in 2001 brought everyone closer through the cruise executives strong commitment and upbeat, positive outlook." These same bonds are still working to create a future growth plan for Fun Sun, Inc. Joint venture plans are being formed with peers in other markets and islands, with the goal being to increase volumes of tours while main-



Norman Pennycooke (right), at a recent Platinum function, having fun with Graham Davis, Princess Cruises.

taining the same consistency in service. Recently other changes have been implemented at home, appealing to a more adventurous traveler. These interactive attractions include river tubing, kayaking, whale watching, and canopy tours. Over the ten years of attendance at the Conferences, Pennycooke's FCCA Platinum Membership has helped him see the changes in patterns of the industry and adapt to them in a timely and successful manner.

Service is the backbone of the cruise industry and this tour operator...

Starting with nothing more than a glass bottom boat and a cardboard sign, Kirk Hendriks of Kirk Sea Tours, Ltd. built his excursion business. In 1991, he began heading down to the port of Georgetown, Grand Cayman to offer his Watersports services to the passengers. After a couple of years of business growth and contacts with a few cruise executives, Hendriks learned in his own words that "it's not easy to get involved in the cruise industry if you're not a known individual." He contacted the FCCA, "Michele Paige graciously helped me make contacts and discussed my involvement in the cruise industry." With his first contract with Holland America in 1993, followed by Carnival in 1994, Hendriks began attending the FCCA Caribbean Cruise Conference and Trade Show. The workshops and discussions with other tour operators lead to his creation of Stingray City tours, island tours, snorkeling tours and later, a complete watersports facility. Throughout his years of attendance, he has found the Conferences to be "All fantastic, for being able to see all of the industry people and forge relationships with them."

Having record numbers of cruise ship arrivals in the past year, the Cayman Islands as well as Kirk Sea Tours are making plans for future growth and converting the cruise passengers to returning land based vacationers. Kirk Sea Tours will be opening a new watersports park near the cruise ship pier, and is currently exploring joint ventures with other excursion companies in different locations. This twelve year growth and success story can be attributed to Hendriks' involvement with the FCCA and his motto, "If you treat each and every person like a king and queen, they will return and tell ten friends to do so, however if they are given poor service they will tell one hundred friends not to return."

Throughout the industry's highs and lows, there has been steady growth in the private sector business, resulting in many success stories. Whether it has been a means for support and helping companies stay the course, a form of knowledge or education on the industry, an introduction or relationship builder, or helping an individual kick start a blossoming excursion company, the FCCA Caribbean Cruise Conference and Trade Show remains as the base for stability and growth in the cruise line industry, now and in the future. The relationships forged by the FCCA have made this industry far more than a service driven environment filled by over-achieving peers, but moreover a family looking out for the well being of one another. As Norman Pennycooke suggested, "This industry is one that thrives off of the chopstick theory, each party (cruise line executives, private sector partners and the governments) desiring the food on the table (success), but without means to feed ourselves, we become dependent on the other parties, however, there is one outside factor, the chopsticks." In this situation, the FCCA Caribbean Cruise Conference and Trade Show takes on the roll of the chopsticks, feeding a shared success to all of the involved parties.

In the year to come, we're looking forward to the Cayman Islands providing a beautiful showcase of their country through their hosting the 2004 FCCA Caribbean Cruise Conference and Trade Show. The Florida Caribbean Cruise Association and their Member Cruise Lines have begun planning next year's Conference in an effort to further improve the business sessions, the workshops and one-on-one meetings along with the Trade Show. At the Conference you'll not only gain the knowledge and contacts to build a successful business, but the Government of the Cayman Islands and local operators like Kirk Sea Tours are determined to provide a number of social events and exciting tours to rival this year's triumphs in St. Maarten, rain or shine.

Port Security... Implementation of the ISPS Code

*By: Captain Howard A. Newhoff ~ Manager, Security
Royal Caribbean Cruises, Ltd.*

Stan Deno opened the discussion with a description of the International Council of Cruise Lines (ICCL) with an emphasis on their role as a "Non-governmental Organization" at IMO and their participation in the development of the International Ship and Port Security (ISPS) Code. The cruise industry believes that the process towards compliance with the ISPS Code, which is internationally mandatory by July 2004, is on track. Cooperation in achieving this goal with industry partners such as port authorities and government regulators. As an example of this cooperation, the FCCA, ICCL and AAPA co-sponsored a port seminar on the Code for Caribbean nations held in Negril, Jamaica in June of this year. The ISPS Code required Declaration of Security as another means of ensuring cooperation between the ships and the ports.



*Cruise ships dock under high port security,
yet they may seem like easy targets.*

The purpose of the Security Panel was to discuss the implementation of the code from 3 different aspects:

- **Cruise ships:** Security resources available and how they are being utilized.
- **Ports:** Lessons learned so far and how the ports are progressing.
- **Cruise passengers:** Expectations and synergy required between the ships and ports to achieve required security measures in a vacation setting.

Howard A. Newhoff from Royal Caribbean Cruises, Ltd. gave an overview of vessel security measures and concerns. He stressed that the safety of passengers and crews from unlawful acts is absolutely paramount to the industry. Security goals include: preventing the introduction of prohibited items onboard ship, preventing unauthorized personnel access, coordination between ships and facilities and the reporting of all suspicious occurrences and unlawful acts to law enforcement authorities. The cruise industry has many partners in this effort including trade organizations and government agencies. Howard stressed that basis security measures were critical including the preparation of effective security plans, properly

training onboard security personnel, screening all individuals, supplies, provisions and checked baggage and also profiling passengers and crew. Information was provided on screening equipment, the use of canines and waterside patrols. He concluded with a discussion on consistency of security operations, sustainability of operations, flexibility to adjust to risk conditions and compliance with laws and regulations.

Everton Walters from the Barbados Port Authority stressed that security is in the forefront of all Caribbean Island nations priorities, both land and sea. While seaport security concern used to be focused on the internal need to protect cargo, stop smuggling, and illegal immigration, the threat of terrorist acts has assumed the highest importance. Barbados has now taken actions to upgrade access control

procedures, issue port ID badges, erect fencing, install CCTVs and conduct security drills. Everton mentioned that the Container Security Initiative is also crucial to the well-being of the port, but he is still concerned with acquiring adequate funding and receiving technical assistance. Mr. Walters felt that Caribbean ports have no choice but to be ready for implementation of the Code by the deadline. They need to fully cooperate with all concerned interests, utilize available technology and must conduct proper training to meet the requirements.

Steve Nielsen from Princess Cruises stated that the cruise industry is in the leisure business and not in the business of risk-based vacations. Security needs to be implemented unobtrusively and passenger friendly. On September 12, 2001, cruise lines were the only segment of the travel industry able to respond with 100% screening of persons, baggage and supplies. Credit for this goes to all ICCL member lines who for years were conducting security measures that went far beyond international and national requirements. He further stated that port areas should be restricted to only what is necessary to protect vessels and facilities. There should be complete cooperation but no duplication of efforts such as



screening and searches. Knowledge and information must be shared between all concerned parties. Finally all security personnel should be effective but remain courteous and polite.

Milton Henriquez from the Aruba Ports Authority began his comments with a review of what Aruba is doing to come into compliance with ISPS. This includes increased surveillance, more fencing, better lighting and conducting waterside patrols. A port facility security assessment is currently analyzing the port in three areas: physical security measures, utilization of personnel and information sharing. All ports must have the ability to ensure adequate security provisions are in place at all levels of security. He continued by saying that Aruba and all Caribbean nations must implement improvements to their port infrastructure and personnel programs. Programs in the form of well developed security plans and information exchange capabilities are also critical.

An enthusiastic audience of about 70 provided several significant questions and comments to the panel:

Q: "What will the Coast Guard do regarding foreign port assessments?"

A: "This program has just been re-started after a lapse of several years but is still under development. A comment was made that ships coming from ports not considered in compliance with ISPS may be delayed upon arrival in the US."

Q: "Is there a requirement for ports-of-call to screen passengers arriving back from a day ashore in cruise vessel facilities?"

A: "No because cruise vessels now have onboard security equipment and can conduct these measures at the gangway. To also conduct such screening ashore would be redundant and cause undue passengers boarding delays."

A concern was made regarding the need to develop international seaman ID Cards.

Another comment was made regarding the possibility of sharing security technology within the Region.

Finally, a comment was made regarding the issue of ports recovering increased port security costs; a suggestion was made to approach the European Union and/or World Bank.

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Costa Fortuna

Ship Profile



ACCOMMODATIONS

Passenger Cabins: 1,358
(847 outside / 511 inside)

Balcony Cabins: 464

FACILITIES

Passenger Decks: 13

Swimming Pools: 3

Whirlpools: 6

NATIONALITY OF CREW

Italian/International

DEPLOYMENT (FALL/WINTER 2004/5)

Eastern Caribbean

Western Caribbean

Inaugural Cruise: November 2003

Shipyard: Fincantieri Sestri Ponente

Shipyard Location: Genoa, Italy

Country of Registry: Italy

Cruising Speed: 20 knots

SIZE & CAPACITIES

Tons: 105,000

Length: 890 feet

Maximum Draft: 27

Passengers: 2,720

Crew: 1,068

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Queen Mary 2

Ship Profile



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ACCOMMODATIONS

Passenger Cabins: 1,310
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Balcony Cabins: 706

FACILITIES

Passenger Decks: 14

Swimming Pools: 5

Whirlpools: 6

NATIONALITY OF CREW

British/International

DEPLOYMENT

Mediterranean

Caribbean

Inaugural Cruise: January 2004

Shipyard: Alstom Chantiers de l'Atlantique

Shipyard Location: Saint-Nazaire, France

Country of Registry: Great Britain

Cruising Speed: 28.5 knots

SIZE & CAPACITIES

Tons: 150,000

Length: 1,132 feet

Maximum Draft: 32+ feet

Passengers: 3,090

Crew: 1,254

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Ship Profile



ACCOMMODATIONS

Passenger Cabins: 1,557
(939 outside / 618 inside)

Balcony Cabins: 707

FACILITIES

Passenger Decks: 15

Swimming Pools: 3

Whirlpools: 7

NATIONALITY OF CREW

Norwegian/International

DEPLOYMENT

Eastern Caribbean

Western Caribbean

Inaugural Cruise: November, 2003

Shipyard: Kvaerner Mesa-Yards

Shipyard Location: Turku, Finland

Country of Registry: Bahamas

Cruising Speed: 22 knots

SIZE & CAPACITIES

Tons: 142,000

Length: 1,020 feet

Maximum Draft: 29 feet

Passengers: 3,835

Crew: 1,185



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Environmental Challenges... A Pro-Active Approach

*By: Richard Pruitt ~ Director Environmental Programs
Royal Caribbean Cruises, Ltd.*

The FCCA Conference was truly a worthwhile event. The Environmental Challenges Workshop, while lightly attended, did elicit lively discussion and comments from the attendees and speakers alike. Carnival Cruise Lines' Elaine Heldewier began the panel of speakers by describing the types of wastes generated and handled onboard cruise ships, as well as the typical systems used to segregate, process, store, and even dispose of wastes onboard. Judging by the comments and questions during the question and answer period, her presentation was well received by those in the audience who were not aware of the size and complexity of the onboard systems.

Captain Kaare Bakke from Norwegian Cruise Line followed Elaine and explained what types of issues are involved in crewing, training and equipping a cruise ship to handle all of its environmental concerns. He touched on the types of training that is conducted both onboard and shoreside in order to prepare a crewmember or officer for employment. He also described some of the current international and local regulatory systems that set and standards for environmental management systems. He also shared the different levels and types of audits that occur onboard a typical cruise ship operating in Caribbean and U.S. ports.



Cruise ships are equipped with numerous waste processing machines, such as this shredder that minimizes trash.

Richard Pruitt from Royal Caribbean Cruises, Ltd. followed and shared with the audience some of the programs that various cruise lines are engaged in regarding environmental restoration and conservation. He described some innovative approaches to gather data and conduct research onboard ships



FCCA Member Lines use containers such as these to segregate trash, which is then recycled.

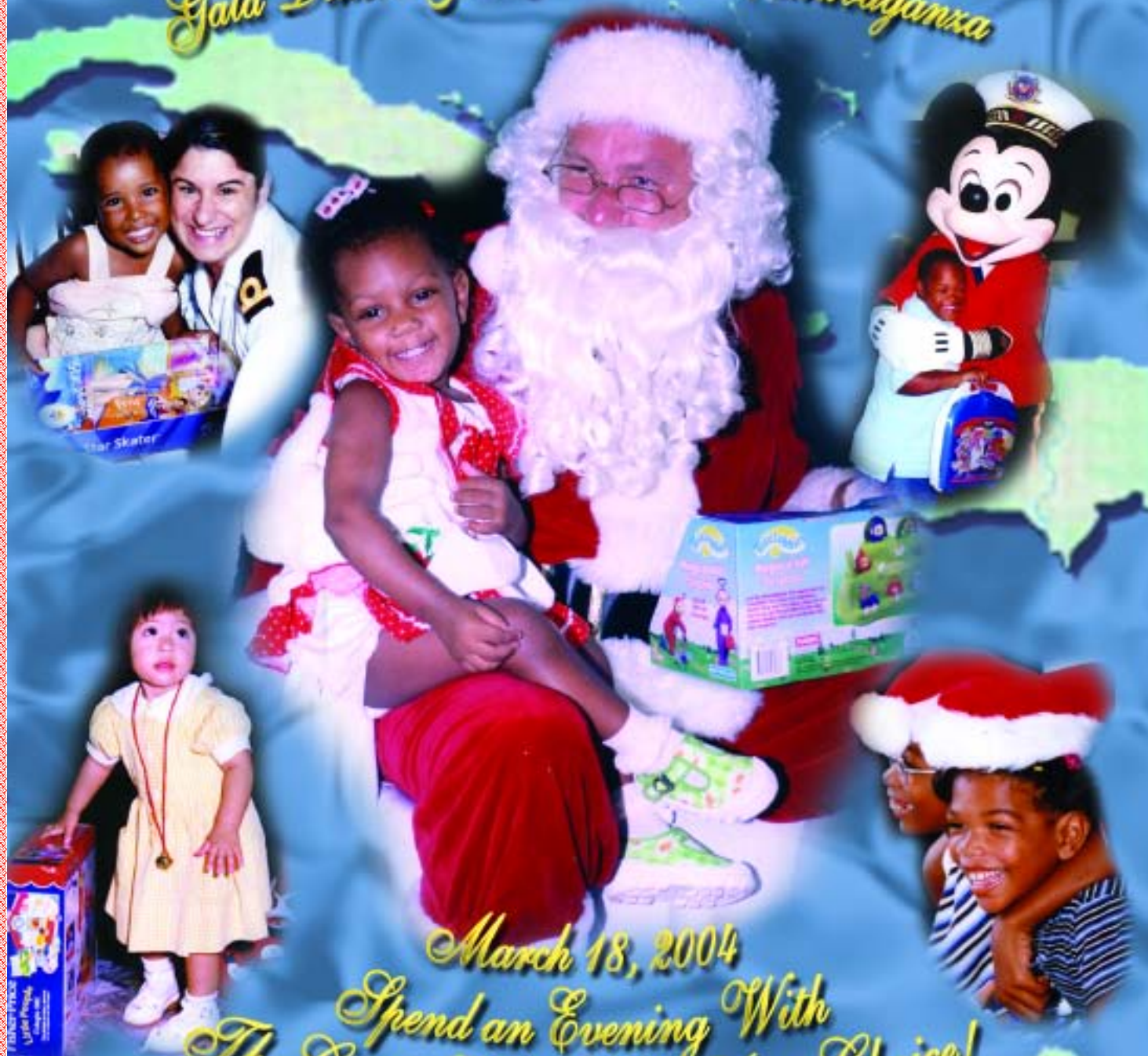
that operate not only in the Caribbean, but worldwide. He listed several locally impacting projects where ships have donated both funds and sweat equity into environmental and community outreach efforts at their ports of call.

The final speaker, Steve Nielsen, Princess Cruises, presented information on the challenges of expanding operations into the Caribbean destinations without decreasing the desirability of the locations for our guests or the local citizens. Steve mentioned that it is critical that local and national government officials pursue projects that benefit the community but preserve the beauty of the areas for future generations.

Some of the comments and questions from the audience concerned the rapid growth of the industry in the Caribbean and what was the proper mix of local and cruise line funding for development. One attendee expressed a desire for the cruise lines to open up their ships as examples of good environmental practices so that local officials could learn not only new technologies, but cutting edge management practices.

The opportunity to meet and exchange contact information with the port and country representatives was a real plus. The initiative to get scheduled times for cruise line representatives to visit the exhibit booths during the trade show was a really positive improvement. This allowed officials from both the cruise lines and destinations to truly focus on meeting those counterparts with whom they had common interests and goals. ♀

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Essay Contest Winners ~ 2003

What Steps Has My Country Taken Towards Improving The Cruise Passengers' Experience While In My Country?

This was the topic addressed in the 2003 Florida - Caribbean Cruise Association Children's Essay Competition. Below, the Junior Division and Senior Division Winners reflect on a few of the steps that their individual countries have taken towards improving the cruise passengers' experience.



Governor Charles Turnbull (left), USVI, accepts a grant for the participating school, as Junior Division winner Emmanuel Horsford receives his award.

"First impressions are lasting. We have been taught to smile with our guests and help them find their way around. A happy visitor is one that will return," says Emmanuel Horsford, 12, of St. Thomas, U.S.V.I. This is one of the ways that Emanuel and his country have improved the cruise passengers' experience in St. Thomas. Another effort Emmanuel discussed in his essay is the Tommy Starfish Road sign Project. "This project is sponsored by Anti-Litter and Beautification Committee and the Virgin Islands Hotel Association. These colored starfish posted on the sides of the road are designed to help guide the tourists to a major destination on the island. These simple, varied steps are designed to improve the cruise passengers stay and make it a more pleasant one," explained Emanuel.

"Before cruise passengers set foot ashore in The Bahamas, a lively local goombay band enthusiastically greets them as a gesture of welcome. This is their first taste of what to expect during their short visit in The Bahamas," writes Chakara Agnes Louise Young Bennett, 15, of Andros, Bahamas. "The government thought and came up with the idea to introduce a program which would teach Bahamians what and how to do when catering to a tourist, and then requiring all tourism workers to take it. This program was called 'Bahama Host' and has been very successful in training workers as well as being responsible for increasing the number of tourists in the country," Chakara says of the plan her country takes in order to ensure a friendly and hospitable atmosphere for tourists. She also mentions the improvement of in safety, "More law enforcers can be found patrolling any and everywhere where



Juanita Carey (right), Bahamas, accepts school grant, as Senior Division winner Chakara Bennett proudly displays her award presented by Micky Arison.

tourists are accustomed or expected to congregate." Lastly, "In 1995, Parliament passed the Crusie Ship (Overnighting Incentives) Act and this I think, is the most profound and most important improvement that has attracted cruise tourists. This is because the Act states that cruise ships docked at Prince George dock can be

allowed at least 18 hours to operate their on-board concessions, casinos and sell liquor, 7:00 p.m. – 3:00 a.m. The Act also offers discount on port tax. This is the most important improvement and it has encouraged cruise liners to design packages with The Bahamas in mind," states Chakara of The Cruise Ship Act and its benefits.

Congratulations to Emmanuel Horsford (U.S.V.I.) in the Junior Division and Chakara Agnes Louise Young Bennett (Bahamas) in the Senior Division, who were the winners of this years' Children's Essay Competition sponsored by the **FCCA Foundation for the Caribbean**. Defeating contestants from 31 Caribbean destinations, both students received an educational scholarship of US \$2,500, as well as grants of US \$1,250 going to their individual schools. Emmanuel and Chakara accepted their awards on October 8th at the 10th Annual FCCA Caribbean Cruise Conference & Trade Show, held in St. Maarten, October 7 - 10, 2003.

Other 2003 junior division winners to be recognized were: Adrian Joseph (2nd place) from St. Maarten and Monique-Ann Harry (3rd place), St. Kitts. The 2003 senior division winners included: Donovan Kellyman (2nd place), Cayman Islands and Dominica's Attainea Toulon (3rd place).

The FCCA awards US \$1,500 to the second place winners, along with a grant of US \$750 to their schools. Third place winners each receive US \$1,000 and a US \$500 grant to their schools. Finalists from each destination were awarded US \$200 for their efforts.

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Are You Doing Business With The Cruise Lines?

The growth of the Cruise Industry has been almost overwhelming in the past 30 years, and the future looks even better. With over 40 new ships and many new ports getting in the cruise passenger game the future looks very bright. At this time, the FCCA's 11 Member Cruise Lines will be operating over 100 ships in the Caribbean and around the world. These 11 Lines represent 95% of the cruises to the Caribbean, and generating \$259,000 per port of call. One must ask themselves; is my message getting to the Cruise Lines. Yes, they might know who you are. Yes, they might know what your company does. Yes, you might be working with them now. But... what are you doing to improve your relationship and sustain your business in the future.

*Kick-off the new year with
a winning combination...
your marketing plan
and the FCCA!*

Given the popularity of Caribbean Cruises, the significant increase in new ships, new ports, and the growing increase of new destinations, there is a lot of opportunity to grow your

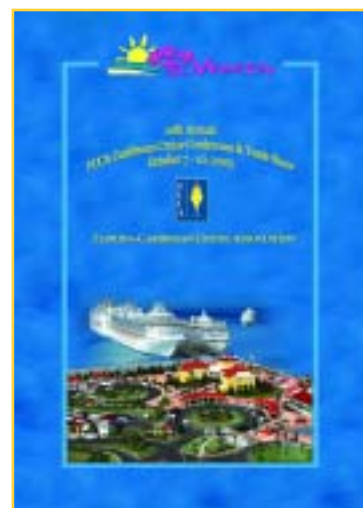
business. Now is the time to plan how your destination, service or business will take advantage of the opportunities the FCCA gives you to grow your relationships with the cruise industry.

Yes, "face to face" meetings with cruise line executives are the best way to present your business' special benefits. However, these meetings are usually infrequent and can be difficult to

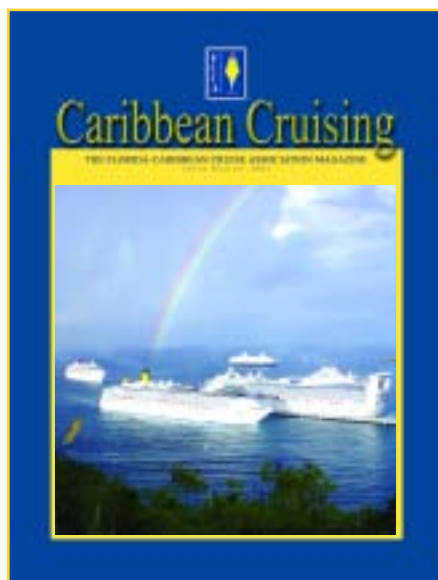
schedule. Now, more than ever you need a effective way to keep your organizations message fresh, current and foremost in the minds of the cruise line executives. Now is the time to maximize what the FCCA gives you eight times a year, an opportunity to get your business message in the forefront of top decision makers in the Cruise Industry. The FCCA provides all companies great venue to promote themselves and their destination. Remember, one of the most important rules in marketing, is getting the attention of your target market, and the FCCA is here to provide that opportunity.

In addition to advertising with the FCCA, the FCCA's Annual Conference and Trade Show provides another great opportunity to promote your message with "Face to Face" meetings and with combination of advertising your company's presence will be clear at this event.

Remember, many of the articles published by the FCCA are submitted by the same cruise executives you will be doing business with, if they are writing for our publications, then you can be sure they will be reading it and seeing your message. Because of our controlled circulation, you can target your message directly to cruise executives, thus providing you with a high return for your marketing dollar. The FCCA marketing staff would be more than happy to assist you in developing your business or destination marketing strategy, regardless of your budget restraints. Don't let another year pass you by, kick-off the new year with a winning combination - your marketing plan and the FCCA publications... Start doing business with the cruise lines today!



FCCA Conference Program.



*Caribbean Cruising,
FCCA Quarterly Magazine.*

If you would like to discuss your special needs and how the FCCA can best assist you, contact Adam Ceserano, Manager of Marketing at 954-441-8881 or via e-mail: adam@f-cca.com.



Around The Caribbean



Governor Charles Turnbull (center), USVI, receives FCCA Foundation scholarship from Richard Fain (right), Royal Caribbean Cruises, Ltd., and Micky Arison (left), Carnival Corporation.



Raymond Archer (second from left), Key West Port Director and Key West City Mayor, Julio Avel (second from right), meet with FCCA Operation's Committee members at the Conference.

FACES IN THE INDUSTRY

*Joseph Kimber ~ Chief Assistant Waiter
ROYAL CARIBBEAN INTERNATIONAL*



St. Lucia

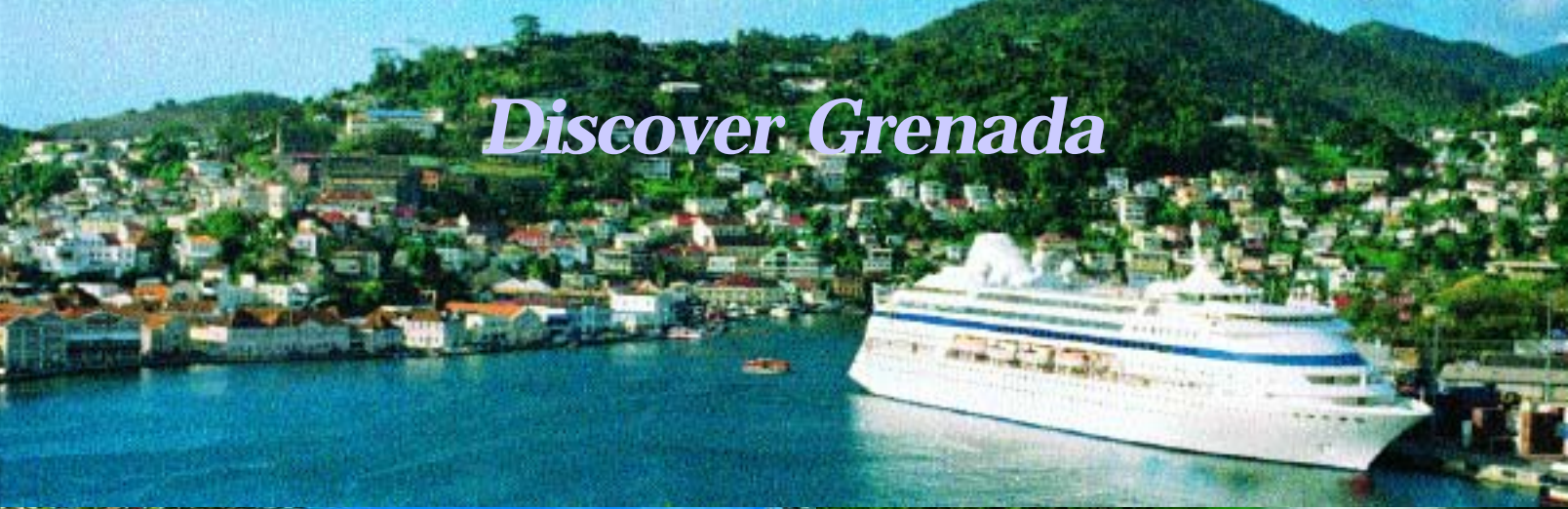
My name is Joseph Kimber and I was born in Saint Lucia, a small island in the Caribbean, on Sept. 4, 1976. I live in Castries, the capital. Saint Lucia is home to 155,000 people and the island is close to Barbados.

In 1996, I was employed as an assistant waiter for 2 years and as a waiter for 3 years at a resort on St. Lucia. However, I wanted to explore the world and have the chance to increase my knowledge in the restaurant business and tourist industry, so I applied to Royal Caribbean International, and joined the company as an assistant waiter on April 8, 2001, onboard *Rhapsody of the Seas*.

During my second contract with the company, I became Chief Assistant Waiter, working in the ship's Windjammer restaurant and Solarium.

I have been really happy with Royal Caribbean and I try to deliver the WOW every day with our guests and my co-workers. Next, I want to be a waiter and try new challenges.

Discover Grenada



The real Caribbean Cruise Paradise



The Caribbean's most picturesque harbour, The Carenage; is the present gateway to our warm weather destination, which offers a range of cultural and historic treasures, rain forests, waterfalls, lakes, white sandy beaches and friendly people. All visitors are guaranteed the most memorable experiences.

The Melville Street Cruise Port is currently being constructed and will be ready by Winter 2004. This new state-of-the-art facility will have the capacity to accommodate the most modern mega-ships and duty-free shopping.

For further information contact:

The Grenada Board of Tourism
at 1-473-440-2279/2001
or e-mail: gbt@caribsurf.com

Or visit our website at
www.grenadagrenadines.com

Grenada Ports Authority
at 1-473-440-7678
or e-mail: grenport@caribsurf.com

visit: www.grenadacruiseport.com



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A Dutch multilingual Caribbean Island, rich in history and culture, Aruba offers you unique experiences... Everything you'll need to enjoy a vacation to cherish forever: miles of white sandy beaches, exhilarating water sports, professional golf and tennis, horseback riding, sightseeing tours, exquisite dinning, dazzling casino, exciting nightlife and fabulous shopping.



For additional information, please contact:
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