

# Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

The Secret to Costa Maya's Duccess FCCA Holiday Gifts Project FCCA Cruise Conference & Trade Show St. Kitts, September 27-30, 2005 FCCA & Caribbean Tourism Together

## **Antigua & Barbuda**

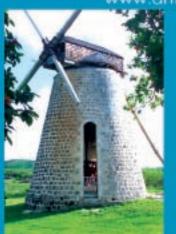


Cruising Cruising

www.antigua-barbuda.com









Department Of Tourism

P.O. Box 363,51.John's, Antigua, W.I.

T + 268.462.0480

F+268.460.6093

E + deptourism@candw.ag www.antigua-barbuda.com Antigua & Barbuda Cruise Tourism Association

Redcliffe Quay.

P.O. Box 2208,St.John's, Antigua,W.I.

T+268.562.1746

F + 268.562.2858 E + abcta@candw.ag



#### Antigua Pier Group Limited

Redcliffe Quay, P.O. Box 662,St.John's, Antigua,W.I.

T + 268.562.1960

F+268.462.1450

E+apg@candw.ag





## Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

First Quarter 2005

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FCCA Chairman,
Chairman & CEO
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#### FOCA STAFF

Michele M. Paige President

Omari Breakenridge Graphic Designer & Technical Coordinator

Terri Cannici
Manager, Programs & Events

Adam Ceserano Manager, Marketing & Sales

Victoria Lalta

Manager, Public Relations & Membership

Programs

Monica Rojas Executive Assistant

Frank R. Torres Director of Operations

Florida-Caribbean Cruise Association (FCCA)

11200 Pines Blvd., Suite 201
Pembroke Pines, FL 33026
Phone: (954) 441-8881 • Fax: (954) 441-3171
Website: www.f-cca.com • E-mail: FCCA@f-cca.com
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Before year's end, over 600,000 cruise passengers are expected, which has been accomplished in only 5 short years.

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The 2004 FCCA Holiday Gift Project was a much-needed ray of sunshine that beamed with holiday cheer throughout the Caribbean. Over 5,000 under-privileged children in 26 destinations in the Caribbean, Mexico and Central America, were able to experience the true spirit of the holidays.

FCCA Caribbean Cruise Conference & Trade Show
Meet and develop relationships with dozens of cruise executives at the FCCA

Conference to be held in St. Kitts, September 27-30, 2005.

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It is clear to me that working together the cruise sector and the land-based tourism sector have the potential to transform Caribbean tourism in the best interest of Caribbean people.

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To raise funds for the FCCA Foundation for the Caribbean.

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#### FCCA Member Lines

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TAKE THE TIME to savor a Ti-punch and flatter your taste buds with French Creole cuisine. Visit Saint-Pierre, the little Pompeii of the Caribbean and don't miss Martinique's historical sites and museums.





DISCOVER Martinique, a world where "la vi a douce", in other words, a world where life is sweet, a world where the people, the flavors, the arts and

AND

### President's Letter



Michele M. Paige with her dad, John Wassil.

#### VISION

"The sea of change can pull customers in many directions. It is our responsibility to light the way and take care of them... before the competition does."

Another year has come and gone! Last year was a very tough year for all of us in the Caribbean Region due to the devastation caused by the numerous hurricanes. Despite the catastrophic events, the cruise industry and the Caribbean as a whole stayed on course and managed to have its most successful year to date. It is estimated that cruise passenger numbers topped 10.5 million in 2004, an 11% increase over 2003. These numbers are indeed impressive, yet the cruise industry is still growing and expanding to satisfy the market, it is estimated that 44 million Americans are currently interested in taking a cruise and 27 million of them will in the next three years.

As was seen in 2004 and years previous, one thing is for certain, the 'sea' is not always calm – therefore change is not only imminent, it is essential. As we make preparations for 2005 and beyond it is of the utmost importance that we first consider our customers, for without customers where are we? It's awfully tough to do business without customers. We at the FCCA are grateful for our customers and stand ready to assist our loyal partners to realize their goals.

This issue of Caribbean Cruising contains recaps on our recent Platinum Associate Membership Advisory Council cruise aboard Royal Caribbean International's *Empress of the Seas* and the annual FCCA Holiday Gifts Project. We also present a profile on Costa Maya, one of the most successful ports in a highly dynamic destination – Mexico. Included in this issue is an overview on AMEPACT, a pro-cruise private sector association in Mexico, along with an article that highlights the important and rapidly evolving pro-active relationship between CHA (Caribbean Hotel Association) and the FCCA.

The Member Lines of the FCCA maintain an optimistic outlook for the Caribbean and remain committed to the region by allocating nearly 50% of their cruise capacity to the area, that can translate to potentially 5.5 million guests enjoying a Caribbean experience via cruise ships in 2005. The FCCA encourages industry leaders to keep their eyes on the horizon... the potential is enormous!

Respectfully yours,

Michele M. Paige



## What's the Puerto Rico advantage for you?

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Puerto Rico is a dream come true; a destination that delivers something for everyone, from families and couples to honeymooners to singles. We provide exceptional infrastructure and an array of services that make arrivals and departures more confortable and secure.

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- 235 miles of breathtaking beaches to enjoy every water sport.
- Magnificent monuments and museums reveal a heritage of over 500 years.
- Casinos and Latin music during our many year round Festivals and Concerts.
- International cuisine and delicious local dishes that offer a culinary fusion of Spanish, African and Taino influences.



You're not dreaming You're in Puerto Rico

### 2005 Platinum Cruise

he 2005 FCCA Platinum Cruise marked a celebration of flourishing partnerships between cruise industry executives and FCCA Platinum members. The cruise embarked from Puerto Rico, which was an exciting port change for many attendees that have sailed each year out of South Florida. It also allowed to not only experience the ports of call of the cruise, but to also experience the beauty and attractions of Puerto Rico before the ship even sailed.



Platinum Associate Members enjoy the fabulous dinner party sponsored by the Puerto Rico Tourism Company.

One special aspect of the FCCA Platinum Cruise is that Cruise Executives and Platinum Members are encouraged to invite their families and/or friends to attend. This makes the trip an even more memorable experience. Industry executives and their families have the opportunity to bond on a personal level in addition to the business relationships they have already developed. "I enjoyed having my family with me in what was essentially a business environment, however, the experience was not one where my family felt left out or that I was spending too much time in meetings without them. I also enjoyed the tours and other activities that were preplanned which made it easier for the family to do things together, taking away the decision making process where no one can agree to do the same thing," says Horace C. Hord, Jr., Regional Vice President, Government & Community Relations, Royal Caribbean International/Celebrity Cruises.

Although the cruise sailed on Friday, January 28, through Monday January 31, most people arrived the Wednesday and Thursday prior and participated in the FCCA preplanned activities in San Juan. On Thursday, the FCCA arranged a variety of excursions to choose from including a hiking tour



Mike Ronan, (second from right), Royal Caribbean Cruises, Ltd. at one of the beach outings.

of El Yunque Rainforest, a day of golfing at the Hyatt Dorado Beach Resort with a stop over at the Puerto Rico Museum of Art, a leisurely day at the beach on Palomino Island, or a guided tour through Old San Juan and the Bacardi Rum Distillery. In the evening, the Puerto Rico Tourism Company sponsored a welcoming cocktail reception on the beachfront patio of the Courtyard Marriott Isla Verde Beach Resort. "It is always fun to see old friends again and catch up. The reception had a beautiful setting – friendly faces, a beautiful setting, and delicious food. Puerto Rico, the hotel, and the FCCA did a wonderful job." Norman Pennycooke, Managing Director, Fun Sun Inc.



FCCA recognizes its 5-year Platinum Associate Members at the PAMAC meeting in Puerto Rico.

On Friday, it was down to business. The FCCA Platinum Associate Membership Council (PAMAC) meeting was called to order and cruise executives and Platinum Members discussed and presented recent FCCA developments and accomplishments.



Platinum Members at the PAMAC meeting in Puerto Rico.

In additions, there were presentations from a few selected Platinum Members on their individual business plans. "I was pleased to see how well organized the pre cruise meetings were especially with the new government personnel and the Platinum members luncheon meeting. The meeting with the government personnel was very effective giving an opportunity to meet the new Executive Director of the Puerto Rico Tourism Company, the Port Director and Secretary of Economic Development. I also had an opportunity to meet other cruise line executives that I had not meet before," Hord comments.

After the meeting broke, the group packed up and boarded Royal Caribbean International's Empress of the Seas for the anticipated Platinum cruise. While the ship disembarked, the FCCA group enjoyed the private welcoming party before dinner. At dinner each night, the group was encouraged to mix and mingle by switching tables and dining with different people, maximizing the networking opportunity.

"In addition to networking with other cruise executives, we are able to network with our shore side partners and gain a better understanding about the challenges and opportunities they face in delivering their product to our cruise guests. At the end of the day, it's all about communication. The better we communicate within the industry and with all our shore side partners, the better cruise product we will be able to deliver," says Lania Rittenhouse Vice President, Hotel Operations, Norwegian Cruise Line and Orient Lines

Passengers woke up on Saturday morning to a beautiful, sunny day in St. Thomas, U.S.V.I. and boarded a the Kon Tiki party boat, courtesy of Cruise Ship Excursions, Inc. where they cruised to Honeymoon Beach to enjoy swimming, sunbathing, volleyball, and snorkeling. The group then feasted on a delicious buffet lunch and reception back at the port accompanied by a local children's steel pan drum band and Mocko Jumbie



Platinum Members, Judy and John Reeve, with Patrick Powers of Norwegian Cruise Line.

dancers sponsored by Atlantic Adventures, WICO, the V.I. Port Authority and Accessible Adventures. Later, many rode the Paradise Tramway to take in the magnificent scenic view of the island.



Roger Blum, Carnival Cruise Lines, and family having some fun on the beach.

The next stop was St. Maarten on Sunday, January 30<sup>th</sup>. Many in the group experienced the thrill and exhilaration of the America's Cup Yacht Racing, which has been voted the number one shore excursion in the Caribbean. Later, the FCCA group took a guided bus tour through the French side and into the Dutch side of the island, arriving at the luxurious beach setting of Waikiki Restaurant. There, they were served an elegantly catered lunch, played more beach volleyball, and took in the unique setting of rolling waves, and horses running the beach. The afternoon was certainly a bonding experience of good food and laughs for all.

"Overall, I greatly enjoy experiencing other cruise products, learning how our industry partners conduct business, and networking. The planned shore excursions were terrific and allowed us to experience the product as our guests do.





Cruise executives and Platinum Members make a toast to a great platinum event.

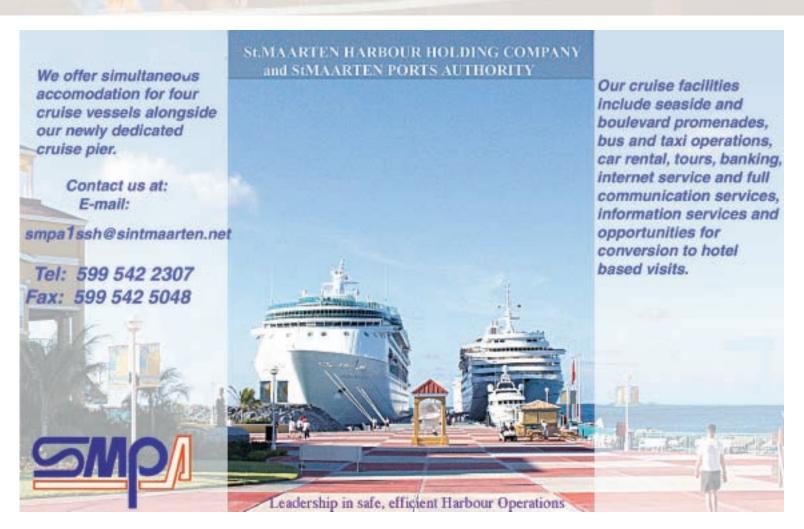
Often times when working aboard, we can't take the time to experience the full product," shares Rittenhouse.

There was so much to see and do, but surely all agreed that this was another successful Platinum Cruise. Business relationships were strengthened, family friendships bloomed, and together the group experienced some of the joys that the Caribbean offers. All-in-all, the cruise served to reinforce the bonds of key cruise industry leaders from all angles of the business. "Not only does this cruise help foster



Mico Cascais (2nd from left), Carnival Cruise Lines, on tour with Platinum Members.

stronger business relationships, but also friendships. In addition to cruise line executives, it has been extremely valuable for us to develop relationships with those folks who provide services and support to the industry. The cruise industry's success is based on the teamwork of all of us. We must all work together to create a win-win situation for the entire industry. It is always a plus when friendships are built on top of professional relationships," shares Hydi Webb, Cruise Development Manager, Port of Miami.



## New Platinum Associate Members

#### Fort Street Tourism Village Ltd.



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Sea Miles is a consumer loyalty program, which rewards its members for their loyalty to cruising and credit cards. Sea Miles takes the concept of loyalty one step further by granting maximum award flexibility and easy to attain benefits. The cornerstone of the Sea Miles program was created with th launch of the Carnival Sea Miles MasterCard credit card. This industry leading credit card allows members to earn points, called Sea Miles when they purchase everyday things they want and need. Members also earn double points on all Carnival purchases (including charges made onboard). Earned Sea Miles can be used towards a free or discounted cruise on Carnival or any cruise line, anytime. Other rewards include air travel and 7 night stays at quality resorts.

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#### Colombian Government Trade Bureau – ProExport



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The Colombian Government Trade Bureau, with 13 offices worldwide, it the public entity that promotes Colombian products around the world. It sole purpose is to increment economic development as well as Colombia's image worldwide. As a result we provide specialized services for international buyers interested in Colombia exporting goods and services.

#### **Diamonds International**

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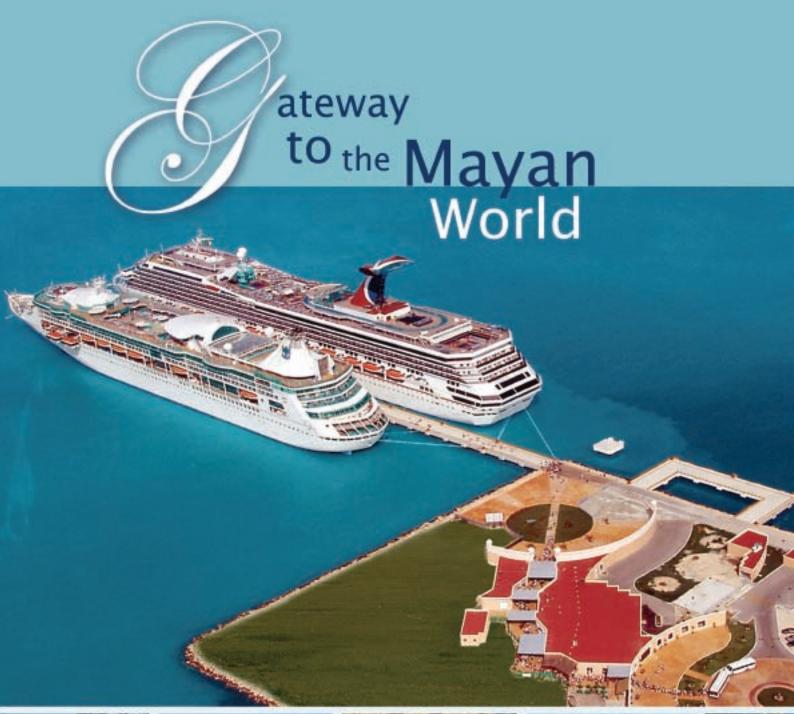
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COMUNICACIONES







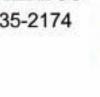


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## Platinum Highlights

#### New FCCA Platinum Member, Sea Miles partners with Carnival

Carnival Cruise Lines has partnered with Sea Miles and Juniper Bank to launch the Carnival<sup>SM</sup> Sea Miles, Platinum MasterCard.

This credit card program, available to consumers across the U.S., is unique in that it allows cruise enthusiasts to earn points called SeaMiles<sup>SM</sup> that can be redeemed toward cruises aboard Carnival or any other cruise line, as well as select air travel and vacations at quality resorts. Cardholders earn one Sea Mile for every dollar they spend on everyday purchases. Cruises and other vacations can be redeemed for as little as 20,000 SeaMiles.

"Carnival is delighted to team up with Juniper Bank and Sea Miles on the new Carnival Sea Miles Platinum MasterCard, which is designed specifically for cruise enthusiasts," said Bob Dickinson, Carnival president and CEO. "Although there are many reward programs out there, only the Miles Platinum Carnival Sea MasterCard offers card members an opportunity to earn points toward cruises on any cruise line as well as other select vacations through everyday purchases and double points when using the card to book a Carnival cruise or make purchases on board," he added.

#### **ABOUT SEA MILES**

Sea Miles is a revolutionary concept that rewards cruisers for their loyalty to cruising. The program takes the concept of consumer loyalty to a new level by granting card members maximum award flexibility and easy-to-attain rewards. The company was founded in 1999 by Hossam Antar. With his extensive knowledge of the travel industry and specifically the cruise industry, Antar identified a void in the cruise loyalty arena and created this unique program offering cruise rewards on any cruise line, any time. Carnival Sea Miles card members can also redeem points for free air travel and quality land resort stays.

#### ART MEETS TECHNOLOGY

...bridging the divide of time and space at Port Castries

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## PROUD SPONSORS of the FCCA Caribbean Hurricane Relief Program

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has been working with cruise lines since 1972 and is dedicated to providing the best excursion experiences that St. Thomas has to offer. As the foremost provider of shore excursions on St. Thomas and St. John, Cruise Ship Excursions operates a variety of "Eco" tours such as kayaking, hiking, historical walking tours, along with island sightseeing tours.

In addition, CSE owns and operates the famous "Kon Tiki Party Raft", the beautiful 65' "Castaway Girl" sailing catamarans as well as the 300 passenger vessel "Island Girl" that operates the award-wining St. John Trunk Bay Beach and Snorkel Tour.

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## Platinum Highlights



of call. It is lightshow, sound-scape, music video, and history lesson rolled into the best twenty minutes of entertainment you could wish for. It certainly removes the dilemma of choosing a land tour that creatively delivers an insight into the island history and quenches your thirst for an authentic heritage experience, without having to rush your shopping. For the cruise visitor, the I'Yanola Experience at Port Castries is literally a stone's throw from the berth.

Around 2002, SLASPA (Saint Lucia Air and Sea Ports Authority) sought to locate 'that something' that will enhance visitor experience at its downtown duty-free shopping centre. Housed in an old, recently expanded harbour-side warehouse, La Place Carenage is itself an expression of the city's colourful evolution. What better idea then, than to extend this architectural statement with a dynamic exposé of the city's historic awakening.

Inspired by an exhibit at a Boston Museum, SLASPA contracted model builders and audio-visual experts in Massachusetts and artistic and creative energies from St. Lucia. The result is a dynamic combination of scaled model, fibre-optics, music, lighting, voice and video that brings St. Lucia's history vividly to life in a swirl of imagery, colour and special effects. Spanning more than 500 years of human habitation, the exhibit is much more than an information tool. From start to finish, all the senses are simultaneously engaged by fast-paced, multi-media storytelling that brings the best of presentation technology into the service of art and history. And Voila! A brand new addition to St. Lucia's menu of attractions: "Castries - Crossroads of the Caribbean".

The narrative, authored by St. Lucian poet and playwright Adrian Augier, and researched by historian Robert Devaux, is delivered by the central character, "I'yanola... Spirit of Time, in the Land of the Iguana". She derives from the island's earliest Amerindian influences, and, in the best traditions of theatre, her personality and perspective evolve as she unfolds the complex layers of her island's eventful story.

It is I'yanola's voice and face (St. Lucian actresses) that will transport audiences through the "Crossroads" of time and space, cataloguing St. Lucia's amazing legacy: military outpost, coaling station, naval asset, plantation economy, fledgling society, and cultural Mecca. The seamless presentation is a vigorous sequence of scenes and voice vignettes dramatizing the island's strategic roles in the determination of European power, and its contribution to world events like the abolition of slavery, two world wars and the War of American Independence.

Together, the supporting cast of historical personas evoke African, English and French influences. Their voices punctuate the highly emotive sound-track created by award-winning St. Lucian composer/arranger, Barbara Cadet.

If ever a bridge could be built to link an island's colourful past to its technological present, "Crossroads of the Caribbean" is a fitting example of the best St. Lucia has to offer. It is much more than a history lesson. It is a breathtaking combination of artistic talent and modern technology, that tells the proud story of St. Lucia's rise from pre-Colombian origins to sleepy settlement to its' present position as a vibrant cultural and commercial centre of the Eastern Caribbean. *Music...Lights...Action!* 





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## Spend an Evening with the Stars... The 13 Member Lines of the FCCA



## Wednesday ~ March 16, 2005 The 11th Annual FCCA Gala Dinner Extravaganza

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The buzz around Costa Maya may be rightfully deserved, still their accomplishments seem virtually impossible to achieve in their short five years of existence. Prior to initiating development in 2000, Costa Maya, originally named Majahual, was just a small fishing village with a total population of 80 tucked inside one of Mexico's largest rainforests. During the course of its development, it has been converted from a tract of raw waterfront land into a first class cruise terminal with three berths, a shopping center, an amphitheater, and a whole town. Today, over 2,000 residents live and work there to support the local cruise tourism economy. Before year's end, over 600,000 cruise passengers are expected. And that number is forecast to grow in years to come with scheduled advancements like up to three additional cruise ship berths, land-

based hotels to support the cruise passengers who want to return as stay-over tourists, a golf course and more.

#### So how did they do it?

There are multiple variables that begin to answer that question. Explore the fundamentals that successfully guided the execution that formed Costa Maya.

#### Building the Team

Established Mexican engineer, Isasac Hamui, had an extensive background building whole communities and also successfully building a cruise pier in Cozumel. He decided that next he would develop something more than just a dock. He would create an entirely new cruise destination. As a developer and a builder, Isaac knew what he needed to construct, but to put all the other elements into place, he would need a team of experts. He assembled

a group of specialists in product development and public relations. Together they embarked on the task of designing, building, and marketing Costa Maya from the ground up.

#### Location, Location, Location

Hamui purchased and began developments on Costa Maya prior to 9/11. After the tragedy, the trend of new cruise itineraries expanded out of "drive market" embarkation ports like Mobile and Tampa was amplified. The actual port had to be in a location accessible overnight from Cozumel and Cayman, and within range a from municipal homeport of the US so as to be viable on cruises of seven nights or less. The industry was ripe to make Costa Maya's location right on. With timing on their side, Hamui's team quickly prepared the raw beauty and resources available to them from their



Brendan Corrigan (left), Carnival Cruise Lines, with Cesar Lizarraga, Costa Maya.

beach front property, lush rainforest, and close proximity to authentic (yet unrestored) Mayan ruins.

#### Government Support

Hamui had long established relationships at local, state and federal levels in Mexico from past development experiences that helped assure such advancements as critical access highways and permission to open and operate a nearby major archeological site nearby.

#### Listening to the Cruise Industry

Perhaps the most valuable tool that Hamui and his team leveraged was the recommendations and advice that they received from the cruise industry from the very beginning. From the start of the project, the Costa Maya team became FCCA Platinum Associate members and used it to their advantage by attending and participating at each and every opportunity. He knew that the success of his venture would depend on not only what he could build or develop, but on its ability to appeal to the US consumer and satisfy the industry's

needs. Prior to even breaking ground, Hamui flew industry representatives out to the property and discussed his plans, but more importantly, he listened. He also knew he had to carefully manage his spending while maximizing a variety of unique tours, entertainment, and shopping opportunities

industry desired. Cesar Lizarraga, Director of Marketing, Costa Maya explains, "We paid close attention to the needs of our clients. We visited with them and did what they needed to make this work."

#### Conquering Challenges

Though much thought went into the plans, the journey has not all been easy. In the beginning they didn't even have phones or electricity ready - yet passengers were on their way. They compensated by bringing in satellite phones and an external power source. It took a lot of time and effort - it was a huge challenge just to get staff into Costa Maya. Most workers had to commute from Cancun. "At first it was costing us money to operate. We only had ships in port 3 to 4 days a month, but now we have ships in port 4 days a week," says Toffie Hamui, VP of Marketing, Costa Maya. They knew their product could not be perfect at the get-go so Costa Maya constantly monitored passenger input and reacted immediately with improvements and adjustments.

#### Marketing & Branding

Throughout all of this a marketing theme has been drawing off the foundation of the Mayan theme of the region. His team networked, promoted, and pitched his story to the travel agent community directly and through the trades. It probably became better known to most travel agents than some well established tourist destinations. Early on they recognized the importance of this channel and consistently kept agents abreast of developments through constant contact with the cruise travel press and cruise line sales and marketing departments, and by distributing marketing pieces such as CD-ROMS and an extensive website.

#### Vision for Growth

The developers of Costa Maya consistently stayed ahead of the curve in their planning and execution. Lizarraga credits their accomplishments to, "hard work, moving quickly, almost perfect execution, and networking nonstop". Isaac and his team simultaneously built the port, developed tour products, marketed the new destination and communicated constantly with the cruise industry. Even today encorage the growth of their business by partnering with investors to build an entire tourism Mecca.

Costa Maya emerged from a raw piece of land into a strong and established destination in five years. "Though luck has certainly been on their side, Costa Maya has managed to plan, develop, execute, and overcome. They took all the right steps," says Jamie Haller Director of Deployment and Itinerary Planning, Royal Caribbean International and Celebrity Cruises.



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"I would strongly recommend this workshop to all professionals that desire to enhance the scope and depth of their understanding of cruise ship guests and the value of our service. I believe that a lot was accomplished in these two-day workshops, and look forward to another workshop in the future." Roberto Maciel, Port Operations Manager.

he Florida-Caribbean Cruise Association training workshops have been designed to help destinations increase tourists' satisfaction with the destinations they visit. Toward their goal to improve their product, Acapulco, just hosted the FCCA workshops February 16th-19th 2005 in coordination with local Platinum member Administración Portuaria Integral Acapulco, SA de CV.

A destination's customer service is its key to its success. With so much competition for tourism these days, Acapulco knows it has to be on top of its game. With a record number of ship calls this season at 156 - which is up 50% from last season customer service is going to be key to retaining those passengers and bringing in more each year.

Cruise passengers' number one reason for taking a cruise is to "sample" different destinations in one trip, and about 50% give the indication they want to come back to one of the destinations for a land based vacation. Each cruise passenger has limited time at each destination, which makes the first impression so important. Consequently, it's a one shot deal, you only get one chance to

make a good impression and that's where the FCCA's customer service workshops come in...

With over 400 people attending the workshops *Service Excellence* and *Caribbean Taxi Pride* which were hosted at the cruise terminal API in Acapulco, Mexico, one can see that customer service is a key issue on everyone's mind.



"The Caribbean Taxi Pride & Excellence Service workshop seminars were fun & interesting. The information and materials were presented in a comfortable, concise and very understandable manner. The presentation provided useful information and the presenter engaged participants, not overwhelming, simply

in a fun way to understand our customers' needs and expectations. The training videos show tips and a new understanding of our clients, very useful for the daily work activities with everyone involved in cruise ship operations in our port. This course really put many pieces together in a practical and comprehensive fashion that will greatly benefit us and everyone involved with cruise ship activities. I would strongly recommend this workshop to all professionals that desire to enhance the scope and depth of their understanding of cruise ship guests and the value of our service. I believe that a lot was accomplished in these two-day workshops, and look forward to another workshop in the future." Roberto Maciel, Port Operations Manager, API Acapulco SA de CV.

"I believe that my understanding has changed, my cab is my office," Carlos Macías, Approved Port Taxi Driver. says. "There are many things I will check now before heading out to work, and I will also put on a smile, a friendly service and a clean cab. I am no longer only a cab driver, I feel like the first contact from Acapulco and will make sure my guests have a pleasant memorable experience in our home of Acapulco."

Participants learned the expectations of cruise ship passengers and how to please them. The FCCA workshops present different principles to employ when dealing with customers. "Thank



Workshop attendees watch one of the videos the FCCA presents on customer service.



Workshop attendees taking notes on customer service, in Acapulco, Mexico.

you very much for making us understand that our customers have certain expectations in the quality of our service," responds tour guide Lorenzo Bello. "It has made me understand the importance of knowing how not only to treat a customer, but to also help when there is a set back or difficulty, I will remember L.A.S.T. principle first if this ever happens."

By increasing the level of customer service in Acapulco, they have seen an increase in ship calls per year. In 2001, 70 cruise ships called in Acapulco. Acapulco is expecting a record 156

calls in 2005 and a record number of passengers per day was seen October 7<sup>th</sup>, 2004 with 7,491... "Great customer service is the key to success" Roberto Maciel, Port Operations Manager, API Acapulco SA de CV.

Also included in the workshops was statistical information to show how cruise passengers equal more profits, and techniques to deal with hard to please guests.

No doubt our goal is accomplished, the people are now motivated, and they

learned more about passengers requirements and their expectations at the ports and now have better tools to treat customers. Octavio González, General Manager, API Acapulco SA de CV.

If you are interested in improving your customer service skills, please contact your destination's Department of Tourism and ask them to make arrangements with Adam Ceserano, the Manager of Marketing for the FCCA. We look forward to assisting you in your goals for "perfect customer service."

cruise terminal. Considered the main entrance to the Yucatan Peninsula and to the most beautiful places of



## Cruise Terminals

the Mayan world.







he 2004 FCCA Holiday Gift Project was a muchneeded ray of sunshine that beamed with holiday cheer throughout the Caribbean. Over 5,000 underprivileged children in 26 destinations in the Caribbean, Mexico and Central America, were able to experience the true spirit of the holidays. This particular event was

especially meaningful as children in the destinations that had been hit by hurricanes were overwhelmed by the gesture and joyfully displayed their appreciation.

The FCCA, our Member Lines and the participating destinations orchestrated this year's Holiday Gift Project. The days were filled with excitement and anticipation as the children awaited the arrival of Santa Claus. In most areas of the world Santa arrives by sled, led by his eight tiny reindeer, but in the Caribbean, Santa arrived by cruise ship, led by 'eight' enthusiastic crew members! Mickey Mouse and his friends from Disney Cruise Line also joined the festivities in a couple of destinations, amplifying the excitement of the children avant more. Children ranging from infents to toons were

of destinations, amplifying the excitement of the children even more. Children ranging from infants to teens were given holiday gifts selected specifically for their age group. Recipients of the holiday gifts include children from orphanages, homeless shelters, foster homes, and special schools for children with physical and mental disabilities.

In its 12th year, the FCCA Foundation for the Caribbean continues to improve the lives of Caribbean citizens. The Foundation has impacted the lives of thousands of individuals by providing over \$2 million in funding to countless organizations and causes.

Laura Puron of Tropical Tours in Mazatlan, Mexico expresses her heartfelt thanks, "The event was an unforgettable experience. The children were from 6 different institutions

that really needed help. Santa Claus and the Carnival Pride crew were wonderful. The day was filled with smiles, dreams, tears of happiness and beautiful emotions that will be forever in our hearts.

Thank you to everyone that made this dream come true on behalf of the Mazatlan community and 200 beautiful children, all with big smiles."

Lori Schick, Training & Development Manager for Celebrity Cruises' Millennium shares her experience, "On behalf of the

Millennium, we would like to thank the FCCA for allowing us to be part of such a wonderful project. On a daily basis we are surrounded with the luxuries of a cruise ship, and can easily forget that there is a world beyond the piers we visit. At times, we take so much for granted, but thankfully we were brought back to reality by the realization that there are so many children out there that need our help. While we brought gifts to the children, the truth is that they provided us with even better presents, which was to see their smiles and to hear them laugh and to know that maybe we helped make their Christmas special. Again, thank you for that and we look forward to working with the FCCA again next year."



## FCCA Holiday Lifts the Spirits of Thousa



## y Gift Project ands of Caribbean Children





Sharon Williams of the Jamaica Tourist Board comments, "The aim of the Holiday Gift Project is to bring holiday cheer to needy children. And we have accomplished this by bringing them all together in one venue where they performed on stage, enjoyed refreshments and spent time with Santa. Once again, this year's gift project was a success. The children were so pleased, you could see their little faces light up with excitement."

Kisa Harris of the U.S.V.I. Department of Tourism expresses her gratitude for the event, "The Holiday Gift Project was a huge success. The children had a wonderful time with Santa and the crew of the MSC Opera. I am hoping St. Croix will be included in this program again next year."

Emma Bolio of the Yucatan Tourism Board was delighted to take part, "The children were all very excited expecting Santa's arrival. He was great, he told them to study hard and stay in school and be good to their parents. The children sang and danced with the crew members and cartoon characters. All of us here at the Yucatan Tourism Board look forward to participating next year in this wonderful project."

In its ninth year, this annual event was another triumph for the FCCA Foundation for the Caribbean, the FCCA Member Lines and all participating destinations. Each year this project expands in support and involvement, we look forward to bringing more and more smiles to deserving children again next holiday season.

The success of the Holiday Gift Project is due to the teamwork between the following Member Lines and destinations. The FCCA thanks you all...

#### **Carnival Cruise Lines**

Aruba Freeport, Bahamas Montego Bay, Jamaica Mazatlan Mexico Progresso, Mexico

#### **Celebrity Cruises**

St. Kitts Nassau, Bahamas

#### **Costa Cruise Lines**

Dominican Republic

#### **Disney Cruise Line**

St. Thomas, U.S.V.I. St. Maarten

#### Holland America Line San Juan, Puerto Rico

MSC Cruises (USA) Inc. St. Croix, U.S.V.I.

#### Norwegian Cruise Line

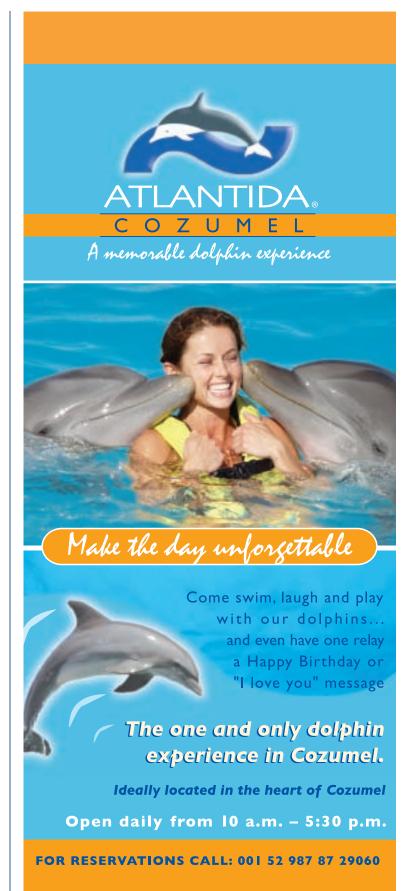
Belize Roatan, Honduras Cozumel, Mexico

#### **Princess Cruises**

Barbados Cayman Islands Dominica Grenada St. Lucia

#### **Royal Caribbean International**

Antigua Curacao Ocho Rios, Jamaica Costa Maya, Mexico Ensenada, Mexico Puerto Vallarta, Mexico



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America's Caribbean

### Do Not Miss This Opportunity...

#### Meet and Develop Relationships with Dozens of Cruise Executives

Levery year we decide which things to keep in our budgets and which things to take out, determining which events and functions are the most effective use of our time, and which ones are not having an impact. Year after year it is a process of evaluation, action and re-evaluation.

Those of you who have already attended the FCCA Caribbean Cruise Conference & Trade Show know the benefits and importance of this annual event for your organization. You are aware that in a few short months nearly 1,000 members of the public and private sectors of the cruise industry will gather in St. Kitts with as many as 100 cruise executives from the FCCA Member Lines.



Micky Arison (right), Carnival Corporation, visits one of the FCCA's Trade Show booths.

As the Member Lines of the Florida-Caribbean Cruise Association (FCCA) continue on the fast-track of global expansion, we encourage those of you who have never attended the FCCA Conference to make your move, stop evaluating and secure your place at the most important cruise industry event of the year.

The 12<sup>th</sup> annual FCCA Caribbean Cruise Conference & Trade Show will be held in St. Kitts, September 27 – 30, 2005. The Conference format over the past couple of years has evolved to be extremely successful and will remain essentially unchanged. As in years past, the Conference will provide an avenue for cruise industry partners to come together and exchange information and ideas in the interactive workshops. These roundtable sessions will remain

interactive to allow for the opportunity to interact with cruise executives and other delegates with similar interests.



Conference delegates at one of the workshops in Barbados.

The **trade show** will once again enable exhibitors to promote their destinations, products and services. In addition to the normal walk-through by attending cruise executives, at this year's exhibition we plan to schedule strategic visits to all booths by executives, insuring that exhibitors have an opportunity to meet with the cruise executives that can best meet their needs.



Cruise executives from Carnival Cruise Lines and representatives from St. Kitts meet at the informal breakouts.

The Conference will also include a **business card exchange** cocktail party that will allow delegates to meet some of the industry's top cruise executives. As in the past, the **informal breakouts (one-on-one meetings)** will be featured. They are always in very high demand, as these sessions provide delegates with the opportunity to get to meet face-to-face with the

cruise executives of their choice and cultivate new relationships or strengthen existing ones.



Captain Domenico Tringale (center), Carnival Cruise Lines, shares a drink with Conference attendees.

The **social functions** were a major highlight at last year's event in Barbados. This year promises to be no different as St. Kitts is determined to follow suit. The Conference presents upwards of ten meal functions, all of which are included with your registration, that provide all Conference attendees with the opportunity to meet, interact and socialize with all cruise executives and other cruise industry partners.



FCCA Conference attendees come together at the closing party in Barbados.

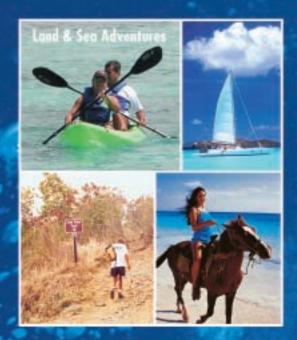
If you represent a destination, port, tourism agency, port agency, attraction, supplier or tour operation...stop thinking about it, do not miss this opportunity to meet and develop business and personal relationships with dozens of the cruise industry's top cruise executives. The FCCA promises to continue to improve all aspects of the Conference and is confident that this year's event will be the best ever.

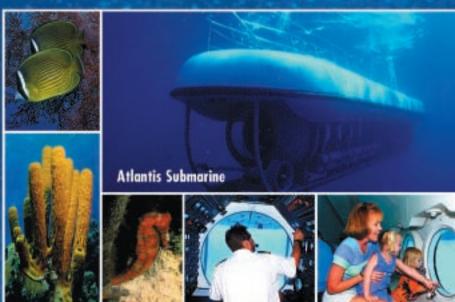
Decide to attend, register today by calling the FCCA office at 954-441-8881. The cruise executives from the FCCA Member Lines are excited about the upcoming Conference and look forward to meeting with you in **St. Kitts, September 27 – 30, 2005.** 

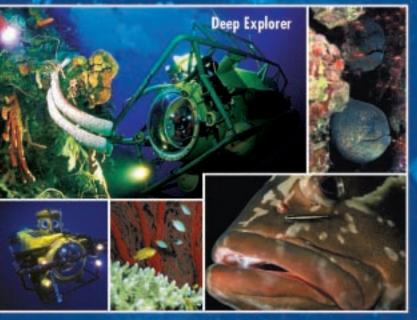


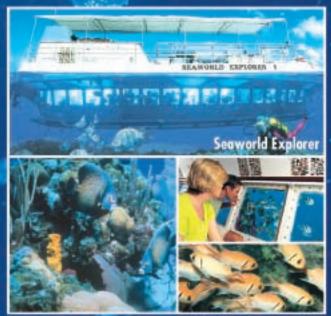


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#### FCCA AND CARIBBEAN TOURISM TOGETHER

by Berthia M. Parle, MBE, President, Caribbean Hotel Association

here is no doubt that travel and tourism is - and will continue to be more and more - an enormous catalyst for future economic and social development in the Caribbean region, and a major player in the alleviation of poverty.

Against the backdrop of that potential, in June of last year, I had the honor of assuming the presidency of the Caribbean Hotel Association (CHA), the regional organization that represents the Caribbean tourism industry private sector. At that time, I sent an early signal that CHA would be making a renewed effort to reach out to the cruise sector in a constructive and enlightened partnership, based on mutual trust and respect. Following three long years beset by the challenges of SARS, the threat of terrorism, and natural disasters, it is clear to me that working together the cruise sector and the land-based tourism sector have the potential to transform Caribbean tourism in the best interest of Caribbean people. In fact, the Government and people of the region demand that we work together to create a win-win situation.

I must thank Ms. Michele Paige, Micky Arison, and all other Cruise Line Executives for their kind invitation to attend the 2004 FCCA conference in Barbados. This was a truly historic occasion, being the first such meeting attended by a CHA President.

It is a source of genuine satisfaction to see that the stage has now been set, with FCCA, CHA, and the Caribbean Tourism Organization (CTO) committed to collaborate on a number of joint programs. More specifically, we are looking at programs aimed at converting cruise ship passengers into stay-over visitors, such as Tropical Shipping's "Free Stay Caribbean" program, designed to entice cruise ship passengers to return to the islands for a land-based vacation through value-added incentives. In addition, we are ready to collaborate in a number of current and new programs such as preparations for the 2007 Cricket World Cup as it relates to the tourism industry; service quality; information technology; trade in tourism services negotiations; Caribbean environmental programs; and joint representation

on delegations to CARICOM meetings. In other areas, FCCA and CHA will explore a system of joint purchasing of provisions and items common to hotels and cruise lines that would benefit all parties from volume purchasing.

In what I trust will be a long-lasting, fruitful partnership with the cruise sector and our counterpart in the public sector CTO, I look forward to making great strides in advancing our mutual interest in tourism. More importantly, I take my hat off to the FCCA, for rising to the challenge we all face of being more socially responsible in taking a greater stake in the industry's human resource development, product enhancement, environmental preservation, and collective marketing efforts.

According to the 2004 World Travel & Tourism Council Economic Study on the economic impact of tourism to the Caribbean, last year, the broader Travel & Tourism Economy was expected to contribute 14.8 % of the Caribbean's GDP and account for 2.4 million jobs, representing 15.5 % of total employment. Over the next ten years, Travel & Tourism in the region is forecast to achieve annualized real growth of 4.1%, in terms of GDP, and 2.8 % in terms of Travel & Tourism employment. This would take the share of GDP and employment to 16.5 and 17.1 % respectively by 2014. World Travel and Tourism Council's 2004 study entitled "The Caribbean: The Impact of Tourism and Travel on Jobs and the Economy," is available online at www.caribbeanhotels.org.

Caribbean Tourism is definitely on the rebound with both land-based and cruise tourism, enjoying phenomenal growth since 9/11. To maintain this growth trend and to maximize our true potential, we must all unite, using our creative energies and scarce financial resources to build a truly world class tourism industry, providing much needed jobs, foreign exchange and an improved standard of living for all Caribbean people.





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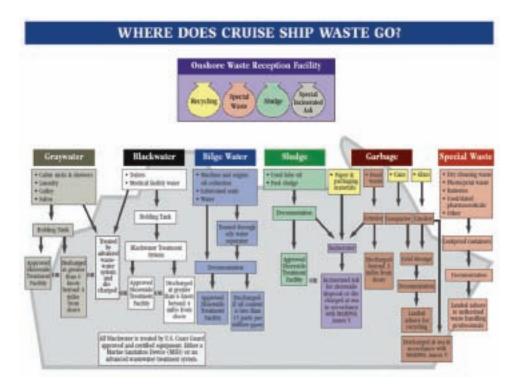
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#### FCCA Member Lines...Keeping it Clean & Green

The cruise industry is committed to preserving the waters upon which cruise ships sail and have adopted mandatory environmental practices that meet or go beyond the requirements of international and domestic law.

Cruise ships must comply with international, domestic and state laws from the International Maritime Organization (IMO), U.S. Coast Guard, Environmental Protection Agency (EPA) and state and port agencies.



In an effort to play a role in re-affirming the cruise industry's commitment, and lend assistance toward the preservation of the pristine destinations in the Caribbean Region, the FCCA developed an Environmental Awareness Program many years ago.

Each year, this environmental project is staged in different destinations throughout the Caribbean Region to enable the Member Lines of the FCCA to:

- •Reinforce the partnership between the cruise industry and our partner destinations
- •Tangibly demonstrate our concern for the destinations that we visit
- •Promote the importance of environmental awareness.

The Member Lines of the Florida-Caribbean Cruise Association are committed to the environment and stand ready to lend a helping hand in an effort to spread environmental awareness throughout the Caribbean Region. If you would like to see the **FCCA Environmental Awareness Program** staged in your destination please contact the FCCA at 954-441-8881.

# Are You Doing Business With The Cruise Lines?

The growth of the Cruise Industry has been almost overwhelming in the past 30 years. The future looks even better, with over 34 new ships that came online over the last five years and many new ports getting in the cruise passenger game the future looks very bright. At this time, the FCCA's 13 Member Cruise Lines will be operating over 100 ships in the Caribbean and around the world. These 13 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.

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

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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!

"I receive quite a few publications dealing with the Cruise Industry and Ports, but the FCCA Magazine is the only one that I read cover to cover. The people and places covered in this publication are subjects that I deal with on a daily

basis," said Roger Blum, VP, Cruise Programming, Carnival Corporation.

"Not only is advertising in the FCCA Magazine showing support for the Foundation and FCCA's good work, it is also an excellent and efficient way to showcase new tour products," said Jill McCall, Regional Sales Manager, Atlantis Adventures.

"I reference the FCCA Magazine for the point-of-view of other industry professionals and to see what is new in the Caribbean destinations," said Jamie Haller, Director, Deployment & Itinerary Planning, Royal Caribbean International & Celebrity Cruises.

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.



Caribbean Cruising,

FCCA's Quarterly Magazine.

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#### CRUISE LINES

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As you know, the FCCA Foundation responded generously by providing hurricane relief to the many devastated Caribbean destinations, and most recently provided funding for the FCCA Holiday Gifts Project that brought cheer to 5,000 underprivileged children throughout the Caribbean Region.

In 2004, the FCCA Member Lines welcomed two new Members: MSC Cruises (USA) Inc. and Radisson Seven Seas Cruises. The FCCA is pleased to announce that our newest members have each graciously provided us with a cruise for the sole purpose of raising funds for the FCCA Foundation. The FCCA will be placing these cruises up for bid at the Seatrade Convention in Miami, Florida on March 15 - 16, 2005. Winners will be announced on Thursday, March 17 at the FCCA booth (number 585).

MSC Cruises (USA) Inc. is a division of Mediterranean Shipping Company (MSC). MSC Cruises uniquely blends maritime traditions, culture and famous Mediterranean cuisine to deliver the ultimate cruise experience, while displaying a real commitment to the finest hospitality afloat. In essence, MSC Cruises has made true Italian service the heart of its business and its key point of differentiation in the cruise industry.

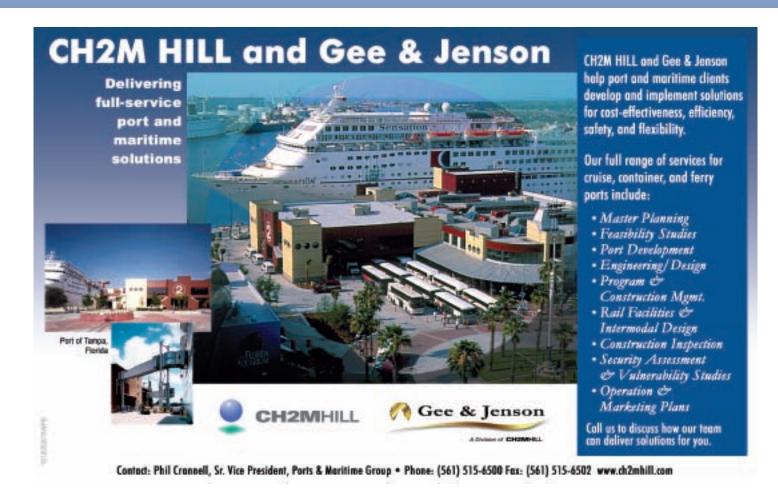
The FCCA is proud to provide you with the following opportunity:

7-Day Caribbean cruise for two in an inside cabin. Choose between Eastern and Western Caribbean on the newly introduced *MSC Opera* (Spring 2004). These cruises are valid through August 2006, the ship sails from Ft. Lauderdale, Florida. **Minimum bid** ~ \$800.

**Radisson Seven Seas Cruises** is the world's largest luxury cruise line. Radisson has been recognized by Conde Nast and Travel + Leisure magazine as the World's best small cruise line, with a fleet of exclusive luxury vessels "designed for guests numbering in the hundreds, rather than the thousands." The FCCA is proud to provide you with the following opportunity:

4, 5 or 7-Night Caribbean cruise for two, subject to space availability. Choose one of Radisson's famous six star luxury vessels: *Seven Seas Navigator, Radisson Diamond, Seven Seas Mariner* or *Seven Seas Voyager*. These cruises are valid through October 2005, sailing from Ft. Lauderdale, Florida or San Juan, Puerto Rico. **Minimum bid** ~ \$900.

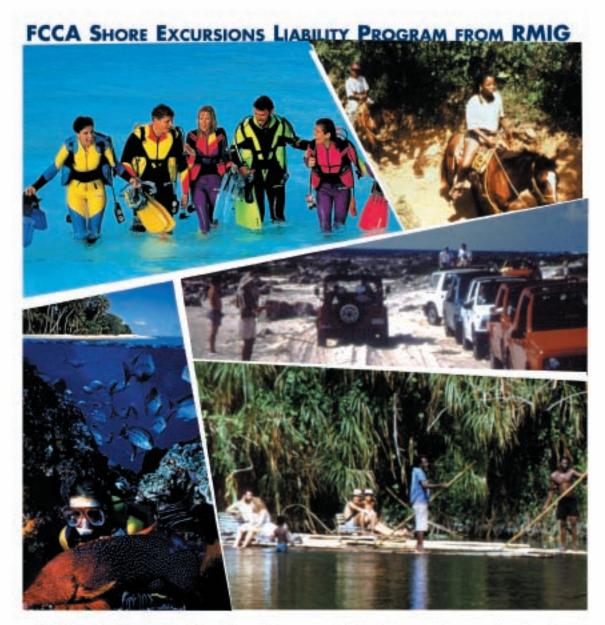
Please help us accomplish even more... take advantage of this great opportunity to contribute to the success of the FCCA Foundation for the Caribbean. The Member Lines of the FCCA look forward to seeing you at the FCCA booth #585. Thank you.



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# AMEPACT...

## Working Together There Is No Limit To What We Can Achieve

Contributing writer: Michael Ronan, Regional Vice President, Government & Community Relations, Royal Caribbean Cruises, Ltd.

he cruise industry's relationship with its destination partners is constructed on very interesting building blocks. In every port of call each cruise line selects a port agent to handle its most basic needs as they relate to the ship operations and berthing. of the cruise lines to encourage more local support. Some local models of cruise supplier associations or groups have been more successful than others, though no one model appears to be the right fit for all. These groups also tend to take on more significant roles in

FCCA Operations Committee meets with AMEPACT members during the Platinum Cruise.

Normally, in addition to the port agent, a cruise line selects tour operators to deliver pre-sold shore excursions. Together these two supplier groups have provided the foundation for private sector relations between destinations and cruise lines. Some of them have been serving the cruise industry since its earliest days of modern cruising in the 1960's.

Interestingly enough, this basis for local support has not changed significantly in 40 years. This, despite efforts both in the destinations and on the part

times of crisis or challenges from outside the industry. Pulling this type of group together in a destination with one port of call and under one government structure is challenging enough. But what about the task of doing it in a country with twenty ports of call operating in 20 municipalities in 17 states, all with central government issues?

The foundations for the initiative were laid several years ago when the cruise industry faced its first real federal challenge in Mexico, when legislation was proposed to charge fees to all tourists to the country - including cruise visitors. Most Caribbean traffic was concentrated in Cozumel and Playa del Carmen. The Pacific coast however was more complicated. There were eight active ports each with its dedicated supporters. Recognizing the need for a unified voice in the Pacific, they created an association of cruise service suppliers and supporters called AMEPACT (Associacion Mexicana de Empresas para la Atencion de Cruceros Turisticos).

The rest is now history. Their efforts, combined with those of the Caribbean agents and operators, others in Mexico City and the support of the FCCA, convinced the Federal authorities that the new fee should not be applied to cruise visitors.

As can happen after a crisis subsides, AMEPACT did not sustain backing for its efforts to support the cruise industry interests in Mexico City. That is, until an even larger crisis arose. This issue was a new federal cruise passenger tax that had the potential to derail the development of newer ports and to stall the growth of established ports. To convince legislators that the tax was not the path to future growth and destination development would take a well-focused and strongly supported effort by all key Mexican cruise suppliers. To further

complicate matters, the industry in Mexico now also included private port and terminal owners and operators, each with their own diverse issues to be addressed with the federal government. After various meetings on how best to solidify their cruise industry support, the Mexican private sector decided to expand the AMEPACT organization and elect new officers to deal with the issues at hand.

Over the following months, members of AMEPACT literally lived, slept and breathed the issues of the proposed tax. They traveled from their homes to Mexico City weekly to spend hours meeting with legislators and the press to present their views on the tax issue. At

home in their ports of call they sought out opportunities to inform their local and state government representatives of the value of the cruise business from an employer perspective.

After several arduous months of activity the members of AMEPACT together with other cruise industry supporters in Mexico were rewarded for their efforts when the Federal legislature decided against the tax initiative.

In the industry, we recognize that this is one of many battles that will be fought. What we should try to take away from this is something we discuss frequently at our meetings in the destinations and at our Platinum

member events. The Associate strength of our industry lies with our service providers, directly related businesses and the cruise lines working in unison in the destinations. If we are to be successful together we must find the way to nurture and strengthen our local base of supporters and through them reach out to the broader community to educate them on the benefits our industry brings to their destination. In Mexico a dedicated group of competitive suppliers were able to look beyond their individual interests and work together to assure a strong future for the cruise industry in Mexico. What a great opportunity we have to support this type of initiative in each of our destinations.





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# INTERNATIONAL GEMOLOGICAL INSTITUTE



New York

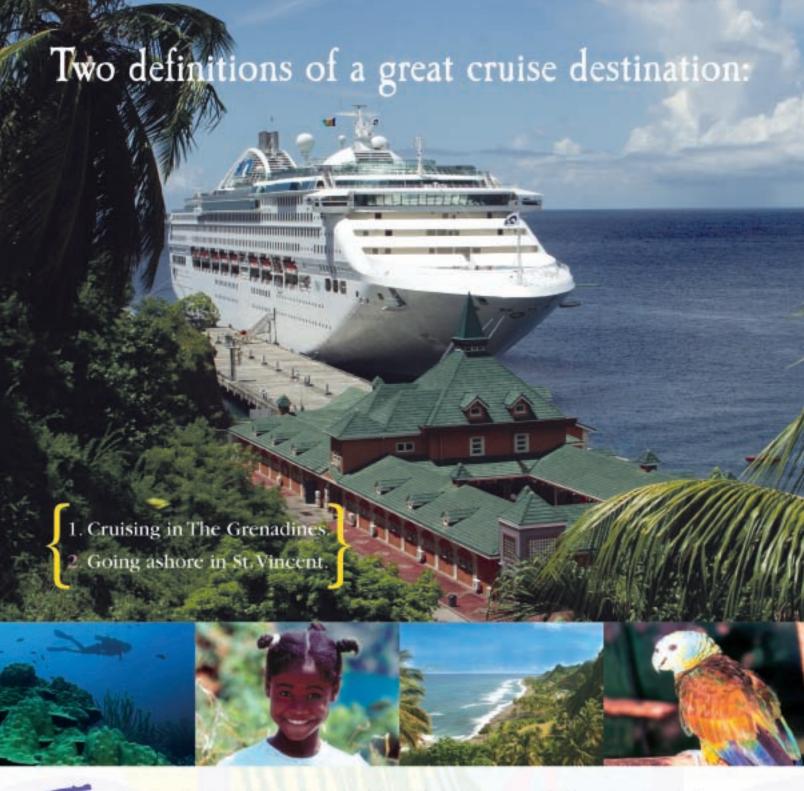
Mumbai

igiworldwide.com
 Bangkok

Tokyo

Los Angeles

Antwerp



he Port Kingstown Terminal in St. Vincent opened in 2000 and has already gained considerable prestige and received a major surge of cruise visitors attracted by stunning St. Vincent & The Grenadines. The terminal itself is another good reason for passengers to enjoy their trip to St. Vincent. It includes a tourist information office, 13 attractive shops, a cafe, mail, telephone and ATM facilities.

The terminal is managed jointly by the St. Vincent & The Grenadines Port Authority and the private sector and consists of two berths. The larger currently accommodates cruise ships up to 260 meters long and 70,000 tons, although the water depth is generous enough to allow vessels of up to 100,000 tons to dock, enabling the largest cruise ships in the Caribbean to utilize Port Kingstown. Smaller vessels can berth at the other terminal, which accommodates vessels up to 100 meters in length and 4,500 tons.

We look forward to welcoming you.

St. Vincent St. Grenadines

# Ship Profiles

Inaugural Cruise: April 2004

Shipyard Location: Papenberg, Germany

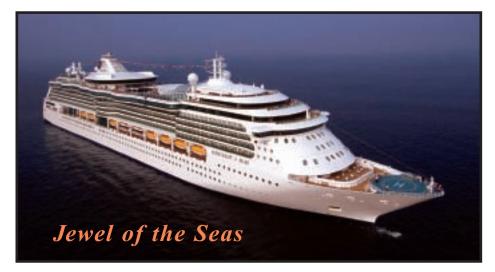
Shipyard: Meyerwerft Yard

**Cruising Speed:** 24 knots

**Crew Nationality:** International

Registry: Bahamian





Size & Capacities

**Tons:** 90,090 Length: 962 feet Draft: 28 feet Passengers: 2,112

Crew: 891



**Accommodations** 

State Rooms: 1,055 (817 outside / 238 inside) **Balcony Cabins: 577** 

**Facilities** Suites: 24

Passenger Decks: 12 **Swimming Pools:** 3 Whirlpools: 3

**Deployment** 

Eastern & Western Caribbean



- 100% Guaranteed Fill Rate
- Container & Shipside Delivery
- 555,500 Square Ft. Facility
- 80 Shipping Doors
- · Multi-Environment Staging Areas · Specialty Markets · Canned/Dry
- Seafood
- Pork
- Beverage
- Dairy

- Beef
- Poultry
- Frozen
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The Florida Aquarium



Gulf Beaches

# **ONE HOT SPOT!**

In Tampa, The Point Of Departure Is A Destination In Itself.

As passengers discover all that our port and the area have to offer, Tampa is becoming the new dynamo among cruise towns.

For starters, Cruise Terminal 3 has just been completed. It offers more than 100,000 square feet to accommodate Tampa's largest cruise ships. And Cruise Terminal 2 doubled in size to 85,000 square feet. Together with Cruise Terminals 6 and 7, Tampa's cruise facilities are efficient, secure, have plenty of parking and offer speedy processing and handling.

Next door to the terminals, joining The Florida Aquarium and the St. Pete Times
Forum, is Channelside –

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

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

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

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



Busch Gardens



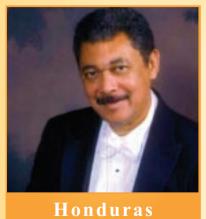
Performing Arts Center



Universal Studios

TAMPA PORT AUTHORITY

# Faces In The Industry



My name is **Pablo Landa** born and raised in Honduras and now proudly cover the position of Senior Maitre d' Hotel on board the *Carnival Triumph*.

In a nutshell my position entails to maximize revenue and profit through guest satisfaction and return business. On a daily basis with the assistance of my 240 staff I ensure that the dining room service is above and beyond expectations for an average of 3000 guests plus 1100 crew members which I refer to as "Our Internal Guests."

So far I have proudly been associated with Carnival Cruise Lines for the past 28 years. My working association with CCL begun in 1972 as an Assistant Storekeeper on *TSS Mardi Gras*, in the following two years I was promoted to baker and then as a breakfast cook. In 1975, I switched company but only after a few months I decided to rejoin CCL as a Bar Waiter, after a few months I was promoted to Restaurant Waiter then in 1980, I was promoted to the position of Asst. Maitre d' Hotel and then to Maitre d' Hotel in 1982. I also met my beautiful wife Karen and decided to work together so she joined CCL in the casino department.

In 1985, was promoted to the highest position in the dining room being Senior Maitre d' Hotel. Karen and I then decided to settle in the US to start a family and our own business in 1987 for this I had to stop working for CCL, in 1989 we were blessed with our beautiful daughter Deanna. In 1991 I decided to rejoin Carnival and with a phone call I was happily rehired in the same capacity of Senior maitre d' Hotel.

I am proud to work for Carnival, all management always make me feel a part of a big happy family. Carnival is the company that has given me the opportunity to grow and gain the knowledge and experience in all these years. During these years I have achieved lots of goals and dreams being able to give my family a better way of living. I am finalizing one more of my dreams in Honduras with a 10 acre ranch beachfront land and building a nice house to go with it. This dream has come true; I shall definitely enjoy it as a vacation and retirement place.

I would like to thank **Carnival Cruise Lines** and all its management and staff for all the support and assistance received during my past years, I can truly say that I am very proud and happy to be associated with such a fine company and a leader in the Cruise Line Industry.



# Around The Caribbean



Left: Berthia Parle, President, Caribbean Hotel Association, receives FCCA Foundation funding from Michele M. Paige for the 1000 Hamper Drive for St. Lucia (food for the needy).



Hon. McKeeva Bush, Leader of Government/Minister of Tourism, Environment, Development and Commerce, Cayman Islands and Michele M. Paige.



Second from right: Hon. Richard Skerritt, Minister of Tourism, St. Kitts & Nevis, meets with the FCCA delegation.



Third from right: The Hon. Dr. Orlando Smith, Chief Minister & Minister of Tourism of BVI, meets with FCCA Operations Committee.



Left to right: Rommel Charles, Managing Director, St. Maarten Ports Authority, Michael Ronan, Royal Caribbean Cruises Ltd., Hon. Theo Heyliger, Commissioner of Tourism St. Maarten, and Michele M. Paige.



Michele M. Paige and Teretella Gonzalez, Executive Director, Puerto Rico Tourism Company.



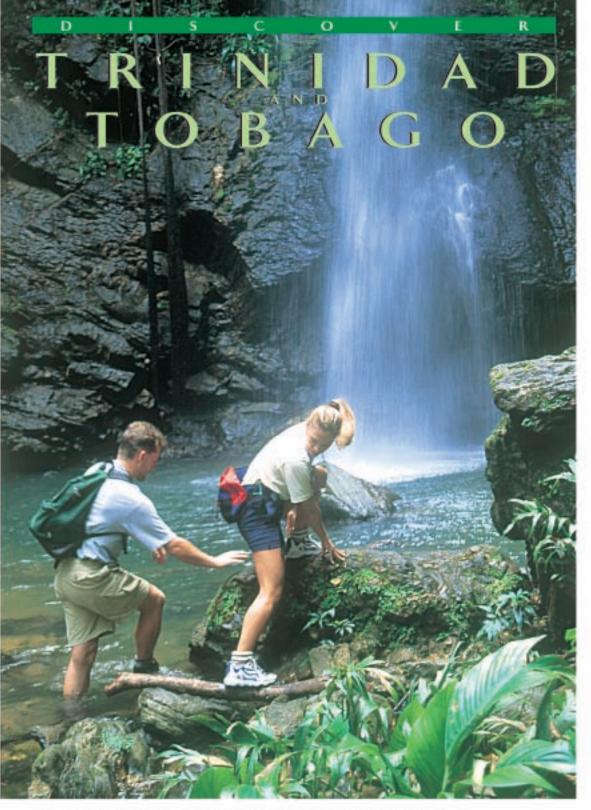
Fourth from right: The Hon. Godfrey Smith, Minister of Foreign Affairs and Tourism of Belize, meets with FCCA Operations Committee.



Seventh from Left: Secretary of Tourism of Yucatan, Mexico, Carolina Cardeas and Yucatan delegation meet with FCCA Operaions Committee.



FCCA Operations Committee presents a Foundation check to the U.S.V.I. for its scholarship fund.











## DISCOVER A PLACE LIKE NO OTHER...

Take your passengers on a journey that will awaken their souls with the pulsating rhythms of an island teeming with festivals, mountainous rain forest, breathtaking beaches, exotic wildlife and a multiplicity of birding habitats. Trinidad & Tobago.

Where the diversity of a people, whose passion for living is unveiled in their inimitable lifestyle and cultural, artistic expressions. We've got everything you need for a smooth arrival, including a sheltered deep water harbour, bunkering and effortless berthing and unberthing.



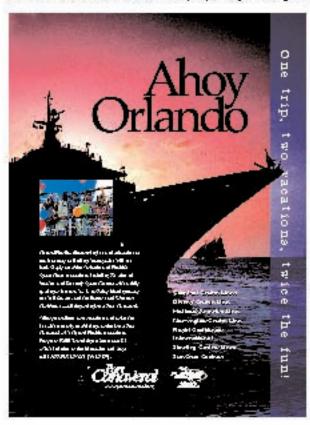
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# Port Canaveral, A Partner For Success

### Marketing Our Niche

Since Port Canaveral is located just 50 miles from Orlando—home to the most popular attractions in the world, with more than 46 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 sixth year. The campaign also promotes Orlando's Fun Port as closer to the drive market for 3-, 4-, 7-day or longer cruises.



## 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.

### 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.

## Plenty of Secure Parking

Port Caraveral has a six level parking garage that can accommodate 1,200 vehicles. This is the first garage of its kind to feature eight 100-foot panels of hand painted artwork featuring marine life on Florida's 8pace Coast. The garage has already been acclaimed as Brevard County's largest public arts project.

### 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 and port-of-call of the leading cruise lines and welcomes the opportunity to discuss how we may be able to be a "Partner for Success." For additional information contact Bobby Giangriscstomi, Vice President of Business Development.

