



# Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE  
Second Quarter 2004

## THE STATE OF THE CRUISE TRAVEL INDUSTRY 2004

FCCA Gala 2004



*Grenada*

*A Balancing Act of Cruise Tourism*

*Puerto Rico "Gateway to the Southern Caribbean"*

*Also Featuring:* • **Chukka Adventure Tours**

• **Costa Maya**





**FLORIDA-  
CARIBBEAN  
CRUISE  
ASSOCIATION**

# Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

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## FCCA Member Lines

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



*Michele with her parents John & Janine on the occasion of John's 90th Birthday.*

## UNITY

*"Strength is derived from unity. The range of our collective vision is far greater when individual insights become one."*

Thanks to your commitment and that of our Member Lines, the Florida-Caribbean Cruise Association has experienced tremendous growth over the past decade. The FCCA has grown from a small cruise line exclusive 'club' into a close-knit group of cruise industry-wide partners throughout the USA, South and Central America, Mexico and the Caribbean.

The FCCA 'club' consists of hundreds of members who believe that working together is the key to success. In actuality the idea of UNITY is what keeps us going, always searching for opportunities to come together so that we might share our individual insights for the greater good.

Our growth over a relatively short period of time has been truly remarkable. This achievement should be relished by and attributed to the dedicated core of cruise executives and cruise industry partners who have contributed their insights for the sake of one greater vision...cruise industry growth.

In 2003, the industry reached a record number of 9.5 million cruise passengers. This year it is projected that that number will grow to 10.6 million passengers, an increase of 11.5 percent!

In this issue of Caribbean Cruising we recap the most recent FCCA Associate Membership events, the World Cruise Tourism Summit and the FCCA Foundation for the Caribbean's 10th annual Gala Dinner. In addition, we feature articles on Grenada and Puerto Rico along with profiles on Chukka Adventure Tours and Puerto Costa Maya.

I believe that any opportunity is a good opportunity, no matter how small or apparently insignificant. The key to growth is to take advantage of the opportunities that are available to you. Together we can maximize the opportunities...

*United We Stand!*

Respectfully Yours







## American Guard Services, Inc.

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American Guard Services, Inc. is a full-service security company, with locations in California, Florida, Louisiana, Alaska and Puerto Rico. We specialize in the Cruise Ship Passenger Terminal Operations with a management staff that is ISPS Code Certified and qualified to conduct Facility Assessments and Vulnerability Summary Reports. Our Training Department continuously updates our security personnel with the latest government and industry regulations. This training allows American Guard Services, to keep our staff abreast of the changes that are in compliance with the Maritime Industry and the Security Guard Industry.



## Belize Shore Expeditions

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Belize Shore Expeditions (B.S.E.) draws on the knowledge and experience of two senior tour operation managers, Tom and Dominga, who have supplied shore excursions for cruise passengers since 1989 in Belize. Our tours cover from the extreme to the exciting to the benign; from cave tubing to rainforest exploration, river boating, wildlife centers, snorkeling, diving, Mayan sites all over Belize, to museums and jungle expeditions, culture and history. Tour guides, staff, boating experts, all come together at B.S.E. to bring visitor satisfaction in safety and comfort.



## Port of Galveston

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The Port of Galveston is located on the upper Texas coast at the mouth of Galveston Bay, and provides facilities to handle containers, dry and liquid bulk, breakbulk, Ro-Ro, refrigerated and project cargoes and cruise passengers. The Port is a significant contributor to the strong economy of the Galveston-Houston marketplace.

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The award winning Rendezvous Tour Company has been providing quality shore excursions to the cruise industry for over 15 years. Our management has in excess of 25 years experience in cruise orientated activities. We are proud of our reputation as operating trouble free excursions, which we attribute to our knowledge of passenger needs and attention to detail. We specialize in the renowned "Beach Rendezvous" excursion and Mountain bike and Kayaking adventures.



## FCCA Platinum Member Country Western Ho Down!



As the week of the Seatrade Cruise Shipping Convention, slowly approached, the Platinum Associate Membership Advisory Council gathered their families, saddled up and headed to Southwest Ranches, Florida for the FCCA kick off event, a Country Western Ho Down!

Hosted at the ranch estate of Michele Paige, President, Florida-Caribbean Cruise Association, the festivities took place in the afternoon of Sunday, March 14<sup>th</sup>. Over 100 guests arrived, including Platinum Members and Cruise Executives; all adorned in western wear. Upon passing the golden bails of hay and welcome sign, the attendees were given cowboy hats and scarves to complete their western attire and keep as souvenirs. They were then encouraged to mingle freely and take in the relaxed country pace. The grounds transformation into an authentic western frontier was enhanced by spacious seating areas, tented or under the stars

and the strategically placed bar stations, allowing a laid back flow at all times.

The activities of the afternoon were definitely the highlight. Two exquisite horse drawn carriages were provided for unlimited rides around the neighborhood, which is one of Florida's original frontier communities. Michele,



dressed to the hilt in full riding attire, boots and tassels, got all participants enthusiastic by personally escorting horseback rides to both the young and the young at heart, through her stables and pasture area. There was also a stage near the barn where live country music was played to set the atmosphere and dance a little two-step.

Complimenting the many festivities of the day, guests indulged in an extraordinary country western barbeque feast of succulent ribs, marinated steaks, grilled chicken, a roasted pig, hot dogs and hamburgers. Then topping off the meal was an abundant desert spread, which included cakes, pies, cookies and an ice cream sundae bar.

The afternoon event proved to be a success with mother nature...holding off the forecasted rain until later that evening, as well as with all of the Platinum Members, Cruise Executives and their families...who left with full



Everyone in attendance benefited from renewed friendships, new relationships and most of all, refreshed and revived mentalities for the important week ahead.



bellies and high spirits from the fresh country air. Everyone in attendance benefited from renewed friendships, new relationships and most of all, refreshed and revived mentalities for the important week ahead.

On March 19, Platinum Associate Membership Advisory Council (PAMAC) met with senior purchasing, marketing and operations executives from the FCCA 11 Member Lines, aboard Carnival Cruise Lines, *Fascination*. PAMAC is comprised of port authorities, tour operators, tourism agencies and suppliers in the Caribbean, Mexico, Central America, South America and the USA. Stephen Nielsen, Vice President of Caribbean and Atlantic Shore Operations, Princess Cruises, chaired the meeting that addressed numerous issues pertaining to individual members' respective destinations.

Following the meeting, Platinum

Members and Cruise Executives joined other FCCA Associate Members for a luncheon hosted aboard Carnival Cruise Lines.

The Advisory Council is scheduled to meet again on June 28<sup>th</sup> – 29<sup>th</sup>, 2004, in Montego Bay, Jamaica for a two-day conference at the Ritz-Carlton, Montego Bay. This two-day event is

being hosted by the Platinum Members of Jamaica.

The Platinum Advisory Council meets four to five times each year and is comprised of port authorities, tour operators, tourism agencies and suppliers representing the Caribbean, Mexico, Central America, South America and the United States.



# CRUISE SHIP NEWBUILDS

|               | Cruise Line                  | Ship Name                   | Delivery | Tonnage          | Capacity      | Price*          | Shipyard                  |
|---------------|------------------------------|-----------------------------|----------|------------------|---------------|-----------------|---------------------------|
| 2003          | Aida Cruises                 | <i>AIDAaura</i>             | March    | 42,000           | 2,270         | \$350           | Aker MTW                  |
|               | <b>Carnival Cruise Lines</b> | <i>Carnival Glory</i>       | Summer   | 110,000          | 2,974         | \$500           | Fincantieri               |
|               | <b>Costa Cruise Lines</b>    | <i>Costa Mediterranea</i>   | June     | 86,000           | 2,114         | \$330           | Kvaerner Masa-Yards       |
|               | <b>Costa Cruise Lines</b>    | <i>Costa Fortuna</i>        | November | 105,000          | 2,720         | \$400           | Fincantieri               |
|               | Crystal Cruises              | <i>Crystal Serenity</i>     | June     | 68,000           | 1,080         | \$350           | Chantiers de l'Atlantique |
|               | <b>Cunard Line</b>           | <i>Queen Mary 2</i>         | December | 150,000          | 2,620         | \$800           | Chantiers de l'Atlantique |
|               | <b>Holland America Line</b>  | <i>Oosterdam</i>            | August   | 85,000           | 1,848         | \$400           | Fincantieri               |
|               | Mediterranean Shipping       | <i>MSC Lirica</i>           | Spring   | 60,000           | 1,600         | \$250           | Chantiers de l'Atlantique |
|               | <b>Princess Cruises</b>      | <i>Island Princess</i>      | July     | 88,000           | 1,970         | \$360           | Chantiers de l'Atlantique |
|               | Radisson Seven Seas          | <i>Seven Seas Voyager</i>   | March    | 50,000           | 700           | \$200           | T. Mariotti               |
|               | <b>Royal Caribbean Int'l</b> | <i>Serenade of the Seas</i> | August   | 90,090           | 2,501         | \$400           | Meyer Werft               |
|               | <b>Royal Caribbean Int'l</b> | <i>Mariner of the Seas</i>  | November | 142,000          | 3,835         | \$520           | Kvaerner Masa-Yards       |
|               | Star Cruises                 | <i>Sagittarius Class</i>    | Fall     | 112,000          | 3,000         | \$500           | Meyer Werft               |
| 2004          | <b>Carnival Cruise Lines</b> | <i>Carnival Miracle</i>     | Spring   | 88,500           | 2,124         | \$375           | Kvaerner Masa-Yards       |
|               | <b>Carnival Cruise Lines</b> | <i>Carnival Valor</i>       | Fall     | 110,000          | 2,974         | \$500           | Fincantieri               |
|               | <b>Costa Cruise Lines</b>    | <i>Costa Magica</i>         | Fall     | 105,000          | 2,720         | \$400           | Fincantieri               |
|               | Festival Cruises             | <i>Mistral 5</i>            | June     | 80,000           | 2,000         | \$240           | Chantiers de l'Atlantique |
|               | <b>Holland America Line</b>  | <i>Westerdam</i>            | April    | 85,000           | 1,848         | \$400           | Fincantieri               |
|               | Mediterranean Shipping       | <i>MSC Opera</i>            | Spring   | 60,000           | 1,600         | \$250           | Chantiers de l'Atlantique |
|               | <b>Princess Cruises</b>      | <i>Diamond Princess</i>     | March    | 113,000          | 2,670         | \$450           | Mitsubishi HI             |
|               | <b>Princess Cruises</b>      | <i>Caribbean Princess</i>   | April    | 116,000          | 3,100         | \$460           | Fincantieri               |
|               | <b>Princess Cruises</b>      | <i>Sapphire Princess</i>    | May      | 113,000          | 2,670         | \$450           | Mitsubishi HI             |
|               | <b>Royal Caribbean Int'l</b> | <i>Jewel of the Seas</i>    | June     | 90,090           | 2,501         | \$400           | Meyer Werft               |
| 2005          | <b>Carnival Cruise Lines</b> | <i>Carnival Liberty</i>     | Summer   | 110,000          | 2,974         | \$500           | Fincantieri               |
|               | <b>Holland America Line</b>  | <i>Vista 4</i>              | October  | 85,000           | 1,848         | \$400           | Fincantieri               |
|               | <b>Norwegian Cruise Line</b> | <i>Pride of America</i>     | July     | 81,000           | 1,900         | \$440           | Lloyd Werft               |
|               | <b>Norwegian Cruise Line</b> | <i>TBA</i>                  | Fall     | 92,000           | 2,200         | TBA             | Meyer Werft               |
|               | Star Cruises                 | <i>Sagittarius Class</i>    | Fall     | 112,000          | 3,000         | \$500           | Meyer Werft               |
| 2006          | <b>Costa Cruise Lines</b>    | TBA                         | Summer   | 112,000          | 3,300         | \$450           | Fincantieri               |
|               | <b>Norwegian Cruise Line</b> | TBA                         | Spring   | 92,000           | 2,200         | TBA             | Meyer Werft               |
|               | <b>Holland America Line</b>  | <i>Vista 5</i>              | May      | 85,000           | 1,848         | \$400           | Fincantieri               |
|               | <b>Princess Cruises</b>      | <i>Caribbean Princess 2</i> | Fall     | 116,000          | 3,100         | \$500           | Fincantieri               |
|               | <b>Royal Caribbean Int'l</b> | <i>Ultra Voyager</i>        | Spring   | TBA              | 3,600         | TBA             | Meyer Werft               |
| 2007          | <b>Cunard Line</b>           | <i>Queen Victoria</i>       | January  | 86,000           | 1,968         | \$400           | Fincantieri               |
| <b>Totals</b> |                              | <b>34 Ships</b>             |          | <b>3,119,680</b> | <b>80,977</b> | <b>\$12,875</b> |                           |

Note: FCCA Member Cruise Lines in bold.

\* Prices are estimated (in millions).





*Reflecting back over the past year, the cruise industry has experienced nearly a full recovery from the setbacks following 9/11, as well as restructured itself in order to adapt to the changing needs of today's cruise traveler.*

This recovery and adaptation proved 2003 to be a very successful year, through industry growth, improved travel climate and the renewed consumer confidence...thereby creating an industry wide positive outlook for 2004.

The growth seen in 2003 began with the industry reaching a record of 9.5 million cruise guests, 7.99 million North American and 1.51 million European. Both parties expanding due to strong marketing efforts of the cruise industry, innovative thinking and an adaptation of the product. Restructuring of the homeport locations in 2002 was a strong influence on the past year's

marketing efforts. Drawing the common traveler to cruise based vacations out of convenience and economy were the additional homeports such as Galveston, Mobile and New Orleans. Not having to pay for expensive plane tickets to South Florida or some areas of the Caribbean, as well as having the option to drive increased the traveler's accessibility to cruising. Consumers became more confident with spending as well, based on the gaining strength of the stock market and the turns for the better in the economy and job market.

Travel climate in the United States and Caribbean has been steadily viewed as safe, with the reinforced security

measures set into place in late 2001, as well as the lower amount of threats and attempts of terror occurring this year. Consistency in demand also aided the cruise lines in reaching high sales goals and running at their most efficient levels, with an average occupancy rate of 102.6 percent. Online travel bookings have made this full occupancy possible by passengers making direct bookings with cruise lines such as Carnival at 15







*Predictions of 10.6 million passengers for this year, with a large concentration of first-timers, are looking like they will easily be met.*

percent and Royal Caribbean around 10. Although accounting for only a small percentage of bookings, many discount travel web sites also feature last minute cruise deals aimed at filling the few vacancies that the ships do have.

The ever-changing distribution system has lead to the evolution of the travel professional as well as a more informed consumer. As the consumer is spending more time online, not only booking, but also educating themselves on the cruise product, and comparing services; they are becoming more selective. Travel professionals are adapting to this change in customer need by increasing their individual value. They're placing large focuses on cruises and tours, becoming home based and more independent, as well as Internet friendly and better educated. Enabling them to compliment the knowledge of the new informed consumer, thereby offering a better cruise product. Cruise Lines International Association will also continue offering incentives to travel agents through 2004, supporting cruise sales and cruise industry education.

Having just passed the wave period of 2004, cruise bookings are already up from last year. Industry leader, Carnival Cruise Lines has found their bookings to be up 15 percent from the previous year supporting their forecast of 17 percent capacity gains in the 2004 calendar year. Other smaller cruise lines, such as Silversea Cruises Ltd., are experiencing more significant percentage increases, around 35. Predictions of 10.6 million passengers for this year, with a large concentration of first-timers, are looking like they will easily be met. Few concerns exist on safety however it is too soon to tell whether problems like Madrid's terrorist attacks on March 11<sup>th</sup> will deter any cruise based tourism. The likelihood is minimal for the North American market, but may slightly influence the European cruisers.

2004 marks the fifth year in the balloon in fleet growth that has added 62 ships total, with previous years 2002

*The predicted 11.5 percent increase in passenger volume will easily support if not exceed this year's fleet growth.*



and 2003 adding 13 and 15 ships respectively. Bringing 12 new ships to the fleet this year, CLIA member lines will now have a total of 235,881 beds. This is an increase of 26,687 beds from last year. The purchasing frenzy in new ships is planned to slow down in the future as the Euro continues to gain strength, therefore increasing costs of building the ships. Also slowing deflating this purchasing balloon is the expected leveling out of the demand that has been exceeding the new berths, making it equal to the ratio of new ships built. There was an 8.9 percent net capacity increase in 2003, compared to CLIA's 10.1 percent more passengers. The predicted 11.5 percent increase in passenger volume will easily support if not exceed this year's fleet growth.

Looking into the future, the cruise industry has a lot of untapped growth potential. Having found 44 million Americans who are currently interested in taking a cruise vacation and 27 million of them within the next three years, cruise lines should have no problem addressing the needs of these 27 million or more within this three year time

*The purchasing frenzy in new ships is planned to slow down in the future as the Euro continues to gain strength, therefore increasing costs of building the ships.*

period. Cruise lines continue to look out of the box for new markets and ideas. Carnival for example is making plans to expand into Asia, which hopefully will lead an industry wide trend of branching out into other markets. In Europe, easyJet's founder, Stelios Haji-Iannou is planning on launching an economy cruise line, appropriately titled, easyCruise. Here, young budget travelers can cruise on 50 euros a day,

giving them the opportunity to see different ports each day, without sacrificing large sums of money. As the reach of the cruise industry expands each year, so do the wants and needs of the cruise passenger. With this evolving cruise passenger, the industry has proven to have the strong ability to adapt and change quickly throughout the years, citing the consistent growth patterns as the major example of addressing these needs.





# SEATRADE WORLD CRUISE TOURISM SUMMIT

Taking place on March 15, 2004, The World Cruise Tourism Summit kicked off the week events of the 20<sup>th</sup> Anniversary Seatrade Cruise Shipping Convention at the Miami Beach Convention Center. The Summit, a series of round-table sessions, organized by the Florida-Caribbean Cruise Association (FCCA) and the International Council of Cruise Lines (ICCL) was made available to the over 9,000 attendees of this three-day exhibition and four-day conference. Here, participants were presented the opportunity to join a number of leading industry experts in discussions ranging from Converting Cruise Passengers to Land-based Vacationers and Marketing your Destination, to Full Ship Charters and The Changing Dynamic of Cruise Travel.

Led by Steven Nielsen, Vice President, Caribbean & Atlantic Shore Operations, Princess Cruises, the Converting Cruise Passengers to Land-based Vacationers symposium proved to be the outstanding topic of the day. Programs such as the Cayman Islands' "Welcome Back" and Tropical Shipping's "Freestay Caribbean" were the pioneers in sharing great knowledge and appealing to participant's interest. Having been launched one year ago, "Welcome Back," has already generated a 16 percent response rate through the onboard distribution of welcome back cards, teamed with a web site

offering exclusive hotel and excursion special to return visitors. Along with the discounts featured on the card, passengers are able to enter a Sweepstakes for a week long vacation for two to the Cayman Islands, which is drawn monthly. Other reminders such as monthly emails and an interactive CD-ROM have allowed the Cayman Islands Department of Tourism to track their successes and become the first choice destination for cruise passengers to return by air.

Similarly, in Caribbean, Tropical Shipping is sponsoring their "Freestay Caribbean," along with the FCCA and participating Ministries of Tourism in the Caribbean Islands. This program began in 2002 and has gained momentum in the past year with increased membership and technology improvements. What began as a program of minted coins, featuring designs specific to each destination has grown into a Tropical sponsored web site, showcasing in-depth statistics of each destination, available hotels and direct numbers to tourist offices. The new "Cruise Passenger Friendly" format also gives discounts to local restaurants, rentals and tours. With future plans of including an online booking system, the "Freestay Caribbean" program is not only a free, but an invaluable resource to all of the individual member countries and businesses. As further added value, this plan includes the fabrication



and installation of free signage in each port, which Tropical covers all costs.

Providing a strong base for retaining cruise passengers and land-based tourists alike is the ever-important topic of Marketing Your Destination. This year, at the World Cruise Tourism Summit, Terry Thornton, Vice President of Market Planning, led the seminar for Carnival Cruise Lines. The Puerto Rico Tourism Company and their "Puerto Rico Welcomes You" offered many ideas for marketing your destination program. This is a program was developed by a specific Cruise Committee, composed of a mix of the public and private sectors, and focuses on bringing the culture and history of Puerto Rico to the cruise passengers. Tips on what to see and how to make the most out of your stay in San Juan are given to the passengers in the form of an eight-minute destination video. This video covers local festivals, museums, theaters and information on the local artisan's market as well as much more. After stepping off of the ships, this welcoming program continues through the live music on the streets, additional signage throughout Old San Juan, walking tour routes and extended





*The Seatrade Cruise Shipping Convention is the largest annual gathering of cruise line owners, operators and suppliers in the world.*

hours in many shopping and market areas. "Puerto Rico will continue our efforts to maintain our service standards and enhance all visitors experience, ensuring that tourists take back home a first-class impression and ultimately return," reflects Jose Suarez, Executive Director of the Puerto Rico Tourism Company.

Representing one of the largest port cities in our country, The Port of Philadelphia and Camden is also making efforts to market their destination to more cruise vacationers. The "Cruise Philly" plan has been created to appeal to a large range of Mid-Atlantic residents who are interested in cruising. This program hosts a variety of cruise itineraries to Bermuda, the Bahamas and the Eastern Caribbean, ranging from seven – eleven days, all departing from Philadelphia. Being the second largest city in the north east, Philadelphia looks to attract many of it's own residents as well as ones from the surrounding states, with the accessibility of major highways, a large airport and train station nearby. Placing a high

focus on tourism, Philadelphia is home to a Convention and Visitors Bureau, The Greater Philadelphia Tourism and Marketing Corporation among other organizations promoting the great history and culture that their city has to offer. Many of the world-renowned museums, five star restaurants and attractions like the Liberty Bell are located in close proximity to the port.

In addition to the "Welcome Back" and "Freestay Caribbean" programs for converting cruise passengers to land based vacationers, The Port of Philadelphia and the Puerto Rico Tourism Company's plans for marketing your destination have provided much insight into meeting the needs of the evolving cruise passenger. At the 2004 World Cruise Tourism Summit, attendees from over 100 countries will not only have benefited greatly from the shared ideas of these presenters, but also from the unique opportunity to take part in a round table discussion with experts on all topics addressed.



## Cruise Industry Partners Working Together...



### The FCCA Caribbean Cruise Conference & Trade Show Cayman Islands **October 4-8 2004**

The Member Lines of the Florida-Caribbean Cruise Association are on a fast-track to global expansion, with 50 plus new ships currently on order being introduced over the next five years.

What does this mean to the Caribbean Region? It means that there will be greater opportunities for all our partners in the Caribbean, Mexico, Central America, South America and beyond. Are you prepared to meet the inevitable challenges that lay ahead?

The FCCA's 11th Annual Caribbean Cruise Conference & Trade Show provides a superb forum for addressing these questions along with many other significant issues that will ultimately determine the Region's degree of success at this critical time.

The Member Lines of the FCCA are excited about this year's Conference and are eagerly looking forward to seeing all their cruise industry partners who are dedicated to meeting the challenges that lay ahead. Don't miss this unique opportunity to meet with and develop business relationships with as many as 100 senior level cruise executives who are committed to work with you. Anyone who is currently doing business with the cruise industry, or would like to, will benefit from this event!

To receive your registration form, please call the FCCA today at 954-441-8881 or send us an e-mail ([tcannici@f-cca.com](mailto:tcannici@f-cca.com)) for further information.





## *In the Beginning*

Cruising is an important vehicle for sampling destination areas to which passengers may return. Over 85% of cruise passengers agree with this statement. Nearly 50% fully expect to return to the same geographical area/destination for another type of vacation. Cruisers are not exclusive cruisers; rather they are frequent vacationers who cruise as part of their vacation mix.

Tropical Shipping, in cooperation with the Florida-Caribbean Cruise Association (FCCA) and Ministries of Tourism for participating destinations in the Caribbean, launched in 2002 **FreeStayCaribbean**, a program designed to entice cruise ship passengers to return to Caribbean destinations for a land-based vacation. The FreeStayCaribbean program began with the US Virgin Islands, St Kitts and Grenada, the first islands to join the program.

Noting the popularity of the coins of Mardi Gras, Tropical had engraved and minted 60,000 coins for each island. The coins are emblazoned with the emblem of the island on one side and the Tropical sponsored website on the other. Also engraved is the islands 800 number for their tourism department in North America. The website gives the cruise passenger access to special incentives at hotels and other businesses on each island.

During the first year of the program a lot was learned about what parts of the program worked successfully and what didn't. As a result, Tropical has made some significant enhancements to the program and expanded the program from three islands initially to seven today and expect that more islands will join the program as they gain an appreciation for the improve-

ments that have been made, the benefits brought to each island and its hoteliers, tour operators, car rentals, restaurants and tourist shops.

Three major enhancements to the program are a much improved website which drives both the exposure to the island and provides feedback to island businesses and tourist departments regarding visits to the site, the distribution of the coins, and beautiful signage installed in the ports welcoming the cruise passenger.

Initially Tropical's approach to distribution was to give the coins to the visiting cruise passenger as they disembarked from the ship. While this was done in a friendly and courteous way, the message and coin for that matter were competing for the attention of the visitor with their own excitement to see and explore the island and local vendors. Fortunately a ready and willing solution to this problem was discovered, the tour operator. Research indicates about 50 % of the visitors disembarking from the cruise ship are taking a tour. The tour operators after having had a chance to give their guests a memorable and unique experience have their guests' undivided attention. The coin is presented as a commemoration of their visit with an explanation regarding the benefits of the website displayed on the back of the coin. Tropical has had great expectations for this method of distribution and they continue to use traditional methods of distribution and are including some specialty shops to distribute the coins as well.

The Tropical sponsored web page has been completely redesigned to meet the discerning demands of the site visitor and to capture important data to give to the tourist offices and hotel

associations about the number of visits to each page of our site and the volume of communication generated by the site to a specific property by the visitor by email or the businesses own website. For now they have to rely on the hotel association to verify actual bookings but the email system gives them some help as the subject matter list, "Freestay" so the hotelier or business will know the genesis of the inquiry. Future plans for the program include offering an on-line booking system.

The beauty of the program for the island businesses is that it is free. Tropical sponsored the engraving and minting of the coins, the hosting of the website and fabrication and installation of the signage in the port. With only minimal restrictions each business is able to highlight the features of their establishment and special offer to the cruise passenger. They are given a password allowing them to make updates to their features and special offers. Businesses with their own website are listed with a link from FreeStayCaribbean.com site.

Recognizing that some cruise passengers may not fully trust the site and may not be completely comfortable in making transactions on the web, Tropical has encouraged and received the endorsements of the commissioners and presidents of the hotel association on the islands and have prominently displayed these endorsements adding authenticity to the site.

Since the launch of our new released web site in April 2004, the site has had over 4000 hits per day. With the new release of the website it is too early to provide data on real bookings but Tropical is currently working on obtaining those statistics.

# Island of Grenada

*a balancing act of cruise tourism*

*FCCA delegation visits Grenada. Pictured from left to right are Michele M. Paige (FCCA), Stephen Nielsen (Princess Cruises), Hendrik van Dijk (Managing Director, Zublin), Ambrose Phillip (Port Director); and Winston Whyte (Zublin Grenada, Ltd.).*

Grenada is almost ready to take on the Mega-ships! On March 5<sup>th</sup> 2004 the pier facilities of the new Grenada Cruise Port Village were officially handed over to the Grenada Ports Authority (GPA) by Zublin Grenada, Ltd. following six years of intensive study, negotiation, and construction work on the site that is 9-acres of reclaimed land on Melville Street. Over the next few years there will

be additional phases of construction on the site to meet not only the needs of the cruise tourism industry, but also to enhance the employment and revenue opportunities available for the local population. Following the opening of the pier, a Cruise Passenger Welcome Center and Phase I of the Duty Free Shopping area should be in operation by October 2004 and July 2005 respectively.

Following a formal completion of the concession transfer, Züblin in conjunction with the Government of Grenada, the Grenada Ports Authority and the Grenada Board of Tourism (GBT) established project objectives centered







An Artist's rendering of the Welcome Center that will be completed Fall 2004.

*The new Grenada Cruise Port Village facility will offer a variety of products and services that meets the distinct needs of the clientele.*

on the development of an enhanced Grenada cruise tourism offering. To this end, the Züblin team prepared a design program for their concession area that contemplated the development of a cruise pier with a total berth face of 2,650-linear feet; capable of accommodating two 1,000-foot cruise ships. The program also called for the development of upland facilities to include retail (including tax-free shopping), entertainment, dining, and other visitor amenities designed to appeal to cruise passengers, crew, land-based visitors, and local residents. Transportation logistics areas and parking have also been well planned. Throughout the course of the project, Grenada and the Consultant Team have worked with the Cruise Line Industry – both North American and European – to ensure that operational requirements, and more importantly the needs of the passenger were met. Bermello-Ajamil & Partners, Inc. (B&A) has worked with Zublin and the Grenada Board of Tourism (GBT) to provide guidance in these efforts. Today, our primary focus is to assist the GBT with tourism product development, marketing and other destination enhancements that will allow Grenada to meet the challenges of the cruise industry in the future.

Grenada is a unique Caribbean island environment that must balance the rush of progress made by the North American cruise lines with the temperance of a long-standing European visitor relationship. As the island moves

forward in its tourism growth cycle it aims to maintain the virtues that keep Europeans coming back, while also expanding its tourism offerings to arouse the delights of, and sense of security required by the North American cruise passenger.

From the perspective of the European visitor, land-based or cruise, Grenada is seen as a natural wonder. Grenada is a



Caribbean Island product that has been left mostly undisturbed and somewhat of a secret to the rest of the world. European visitors see this reflected in the unpolished infrastructure—transportation, roadways, hotels, airport, signage, shopping, restaurants and tour products. They visit the Caribbean region and Grenada to *actively participate* in its history, culture, and natural areas. The European tourist welcomes the architecture, ambience and attitude of the local people. The expectation levels of this visitor are different than that of the North American.

The North American visitor also sees

Grenada as a natural wonder. However, the difference in the expectations of the North American visitor most likely rests in their overall perception of the Caribbean and lower southern Caribbean region. This visitor sees Caribbean nature in terms of water and beaches. They do not necessarily comprehend the shore side wonders of the islands beyond shore excursions, bars,

restaurants, and shopping opportunities; they tend to *passively participate* in these elements.

Grenada is responding to this balance as part of its cruise tourism offerings. The new Grenada Cruise Port Village facility will offer a variety of products and services that meets the distinct needs of each clientele. As Grenada is developed and matures, a clear set of guiding principles that allows for sustainable growth, both in terms of the

non-taxing of natural tourism resources, and the growth of tourism related products and services is needed. It is believed that this overall balance is required to keep the visitors returning to the island. Throughout the Grenada Cruise Port project it has been understood that the development of two cruise berths, a Welcome Center, Shopping and Parking areas is not the whole answer to keep the expansion of tourism happening on the island. Instead the approach has been to coordinate this physical infrastructure effort with the development of new tourism products with the private sector, and the enhancement of government services

*It is hoped that as the Cruise Port Village project begins to take shape, new activated development adjacent to the site and throughout the downtown corridor will also take place.*

such as security, roadway improvements, taxi dispatch, vendors, and tourism information sources.

Grenada's private sector, the Ministry of Tourism, the Grenada Board of Tourism, and the Grenada Ports Authority, have worked together to research and understand the expectations of the cruise industry, and to balance these requirements with the needs of Grenada. They have pressed the cruise lines and the FCCA for information and visits to the island to assist in these development efforts. Recently, Ms. Michele Paige (F-CCA President), Mr. Stephen Nielsen (Princess Cruises), and Mr. Michael Ronan (Royal Caribbean International) were hosted on the island. They met with shipping agents, tour operators and officials of the Ministry of Tourism (MOT) & the Grenada Board of Tourism (GBT); paid a courtesy visit to the Prime Minister of Grenada; toured the new Grenada Cruise Port Village area; and participated in a technical workshop conducted by Zublin Grenada and the Grenada Ports Authority (GPA). Many ideas and operational concepts were discussed for incorporation into the final project design.

It is hoped that as the Cruise Port Village project begins to take shape, new activated development adjacent to the site and throughout the downtown corridor will also take place. This revitalization will be driven mostly by the private sector, with Government providing the necessary support to move the progress along. Grenada has no desire to rapidly change and move into the realm of overdeveloped islands. Instead the focus is on slow and steady progress, with the assistance and contribution of the cruise and travel industry.



*FCCA Delegation meets with Brenda Hood, Minister of Tourism (2nd from right).*

The Grenada Cruise Port Village Project has helped the Government of Grenada to look at the overall development of the cruise tourism industry. This project has not been solely about the physical infrastructure needed to support a cruise ship. Instead, the project has focused on the needs and expectations of the cruise industry, visitors (both shore excursion and independent) and crewmembers in terms of available infrastructure,



*The scenic natural beauty of Grenada as seen at Concord Falls.*

products, services, safety & security, marketing and other relevant issues.

Through this exercise and past commitments, Grenada has come to understand that it is critical to achieve the right balance between cruise ship and passenger volumes, and to focus on the optimal delivery of a competitive product to promote overall consumer satisfaction!

For more information on the Island of Grenada and the Cruise Port Village visit [www.GrenadaGrenadines.com](http://www.GrenadaGrenadines.com)



*FCCA Delegation meets with The Prime Minister of Grenada, The Honorable Keith Mitchell (2nd from right).*



# The FCCA 10th Annual Gala Dinner





Over 500 cruise industry partners and top cruise executives joined the Florida-Caribbean Cruise Association (FCCA) for an evening of dinner, dancing and philanthropy at our 10th Annual Gala Dinner Extravaganza.





# Florida-Caribbean Cruise Association's 10th Annual Gala Raises Funds for the Caribbean

Over 500 cruise industry partners and top cruise executives joined the Florida-Caribbean Cruise Association (FCCA) for an evening of dinner, dancing and philanthropy at our 10<sup>th</sup> Annual Gala Dinner Extravaganza. Held at the American Airlines Arena on March 18<sup>th</sup>, 2004, the venue played the perfect backdrop for socializing, enjoyment and unwinding from Seatrade week, while showcasing The FCCA Foundation for the Caribbean.

Celebrations began at six thirty in the evening with a cocktail reception on the East Plaza of the Arena, where all attendees enjoyed the beautiful panoramic views the Port of Miami and Biscayne Bay. This was an informal opportunity for mingling, visiting with industry friends and meeting new ones. Alberto Aliberti, Manager of Shore Excursions, Cunard Line comments; "It was a great social environment, where I was able to spend productive time with our travel partners and government officials." During the cocktail reception, guests eagerly placed their bids on the 100 plus pieces of artwork in the silent auction. The artwork collection, which was sponsored by Park West Gallery featured masterpieces by world renowned artists Peter Max, Salvador Dali, Tarkay and many more.

Following the silent auction guests were escorted to center court of the Arena, where they were seated at small tables hosted by the cruise executive of their choice. The Arena was transformed from its' typical sporting venue facade into an elegant ballroom ambience. "As a new member it was a most enjoyable experience to participate in the elegant and unique setting of the Gala Diner that was held at the American Airlines Arena. It was great to meet all of the members again after our wonderful cruise to the Bahamas," said Annika Bratt, Director of Sales at Atlantida in Cozumel.

This intimate setting allowed for a free-flowing exchange of views and ideas amongst industry partners and top cruise executives while dining in a comfortable and social atmosphere. "Now that I am on the 'other side of the fence,' this particular event is an important opportunity to establish new contacts in the industry. I was particularly pleased that the music during dinner was soft enough to allow for easy conversation with others seated at the table. It was a very productive, and at the same time enjoyable evening," Tom Anderson, President, Destination Florida.

Opening remarks were given during dinner by Howard Frank, Vice Chairman & COO, Carnival Corporation,

thanking the FCCA for its dedication to this worthy cause, as well as the industry partners for their continued support. Raising approximately \$200,000 in funds, this year's Gala will be the most significant annual contribution to The Foundation. Through its' Foundation, the FCCA distributes these monies, along with other donations to a variety of worthy causes in the Caribbean. The FCCA Foundation for the Caribbean serves as a tangible vehicle for the cruise industry to participate in the effort to improve the lives of Caribbean citizens through its funding of humanitarian and social causes. Impacting the lives of thousands of Caribbean citizens by providing more than \$2 million in funding to causes and charities throughout the region, The Foundation is shown as a proven success. "The Foundation's good works provide an excellent mechanism for the cruise industry to show their commitment to its destination partners by assisting worthy causes in their destinations," said Michele M. Paige, President, FCCA.

Later in the evening, awards presentations were given out along with further donations. Security Operations Committee Chairman, Stephen A. Nielsen, VP, Caribbean & Atlantic Shore Operations, Princess Cruises, presented educational scholarships of \$2,500 to each of the first place winners of the 2004 Foundation's Environmental Poster Competition. Both Ilena George, from Turks and Caicos, of the senior division, and Marlow Brown, from Jamaica, of the junior division, were there to receive their scholarships. Bill Panoff, President, PPI Group then presented an additional donation of \$30,000 to the FCCA Foundation. This year's event sponsors, The Port of Miami and the Miami Convention & Visitor's Bureau were both honored at the end of the night.

The evening was topped off by the performance of The Dan Leslie Entertainers. They provided great musical entertainment for a variety of the guests' tastes on the dance floor. Not only was the Gala a means for enjoyment and networking benefit found by all, the philanthropic success of the FCCA Foundation For The Caribbean left all attendees with a good feeling in their hearts at the end of the night. The Port of Philadelphia and Camden Director, Melissa Grimm reflected; "The Gala is business that makes you feel good. It supports the destinations that make much of the cruise industry viable while enhancing relationships in the industry in a non-business environment. It's always much easier to do business with people you have spent time with someone socially and the Gala provides a forum for this."

*Here We Go Again...*

## *FCCA Caribbean Cruise Conference & Trade Show ~ Cayman Islands*

Thank you for your support of the FCCA Caribbean Cruise Conference & Trade Show. 2003 was an exceptionally successful year with nearly 1,000 cruise industry partners attending the 10th annual event in St. Maarten.

The yearly Conference creates strong bonds between attendees and cruise executives from the FCCA Member Lines. These 'bonds' continue to be one of the most undeniable features that set the FCCA Conference & Trade Show apart from all others. There is no other industry event that provides you with the opportunity to have breakfast/lunch with one or more of the 70 or 80 cruise executives in attendance during the day and dinner/drinks in the evening – while participating in the numerous business functions, workshops/meetings, over a full three-day period.



In 2004 the Members Lines of the FCCA will continue to incorporate changes to the program which will allow improved opportunities for all to reap the countless benefits that the Conference offers.

For this year's event, we've tweaked the agenda a little to allow for a more leisurely transition from the business functions to the social events. We plan to further focus our attention on the Trade Show as was done last year a select number of cruise executives will be asked to spend additional time at certain booths. These executives are strategically scheduled at the booths that can benefit most from their area of expertise, insuring that all exhibitors have an opportunity to showcase their products or services to the cruise executives that can best meet their needs. The number of workshop sessions will be increased in order to provide delegates with the opportunity to attend an additional workshop, four in total expanding from the three in years past.



The most significant change for this year's Conference will come in an adjustment we hope to implement in the scheduling process for the Informal Breakouts, one-on-one meetings. The FCCA Operations Committee has agreed to allow us to pre-set these formal meetings for the Conference. This could, however, be a 'two-edged sword' in that the FCCA must first receive advanced confirmation from the cruise executives that plan on participating and the times that they will be available. Once we have that information, we will endeavor to schedule meetings for all delegates who officially register for the event by September 1, 2004.

We are continually striving to improve the FCCA Conference in our unbridled quest to forge stronger and stronger bonds between the cruise executives from our Member Lines and our loyal supporters. We are especially excited by the prospects of this year's event and look forward to meeting the needs of all our partners... See you at the 11th annual FCCA Caribbean Cruise Conference & Trade Show, October 4-8, 2004 in the Cayman Islands.





# *Puerto Rico*

## *Gateway to the Southern Caribbean*

In the past few years, the southern region of the Caribbean has been gaining back the steam that it had in the cruise industry during the nineties. This growth has been attributed to many factors within the individual countries, or industry wide... however, throughout it all, the anchor of this region, Puerto Rico, stands out as the strongest influence on the prosperity of the Southern Caribbean. Through it's sheer size alone, Puerto Rico receives a much larger amount of

tourists in general, not to mention over a quarter of this tourism being cruise based, thereby sharing the responsibility of satisfying millions of cruise passengers with it's neighbors. Serving as a homeport to a large majority of the ships in this region, Puerto Rico is seen as the backbone on a team of unique destinations. As this leader, San Juan has passenger, cruise industry and local expectations to meet in terms of keeping up with port specifications, offering exciting and diverse onshore excur-

sions and entertainment as well as being their most hospitable. To some in the industry, this influential role of Puerto Rico has been viewed as slightly neglected in the recent years, and in the need of a bit of nurturing.

Updating the conditions of the port in San Juan is one of Puerto Rico's largest challenges that are currently being addressed. With unusable piers and unrepaired damage in some parts dating back to Hurricane Hugo in 1989, and





*“It’s most important to maintain the communication between the FCCA, Puerto Rico and the shipping industry, thereby continuing the best incentive program for Puerto Rico.”*

cargo piers taking up space in highly saturated tourist port, it is deserving of some much-needed attention. “Puerto Rico has less piers today than ten years ago,” says Jose Busto of Continental Shipping Inc., San Juan. “Furthermore, ships don’t have many alternatives for growth here. We will benefit when we have ports like our surrounding countries.” With well over 500 ships coming into the Port of San Juan in each of the recent years, as well as the ship size expanding greatly, the port has had no other option than to allow some of the ships to dock in cargo piers.

Recognizing the need for this situation to be remedied as quickly as possible, the government and the Port Authority of Puerto Rico are pairing with investors to bring port renovations. Last year, Carnival Cruise Lines invested \$11 million for improvements that are currently being made on Pier 4 and Royal Caribbean Cruise Lines has funded upgrades for both piers on the Pan American Docks in 2001 and 2003. Other changes that the Port Authority will be making include the refurbishing of Pier 3, set to begin this year, and plans for the conversion of the Frontier Base Pier from cargo docks to cruise ship piers. This conversion will also



*FCCA delegation meets with Executive Director, Puerto Rico Tourism Company, Jose Suarez (center).*

add entertainment facilities to the Frontier Base Pier area of the port. On top of the changes being made to the Port, the San Juan Airport is also improving its infrastructure through a renovation of Terminal A, as well as building a new Information Center to conduct a more visitor friendly environment. Marketing efforts are taking place with various airlines to bring highly competitive prices, making Puerto Rico more easily accessible to all vacationers. Now as plans have been made for improvements and funds have become available, the matter of time is the main concern. Nearby, St. Kitts Minister of Tourism, Dwyer Astaphan stated, “There has been a less than fast pace of the Puerto Rico Port Authority in keeping up maintenance of piers. We hope their facilities can pick up the pace and improve their piers.” Along with the concerns of time that it has taken Puerto Rico to activate their port improvement plans, stands the obstacle of consistency in these plans. In the instance of Piers 3 and 6, both have been out of service for quite some

time now and have not received the correct attention of the government. This could be the result of various factors, a few being the instability and constant changing of the travel incentives program that Puerto Rico has with the cruise industry, the lack of communication between the two and San Juan’s high turnover rate with Port Directors. “We had four or five years basically where there was no communication at all,” says Fernando Rivera of Habor Fuel Service, San Juan. Because of this lack in communication, the needs of the cruise industry were not addressed correctly. He elaborated that “It’s most important to maintain the communication between the FCCA, Puerto Rico and the shipping industry, thereby continuing the best incentive program for Puerto Rico. If we continue changing the incentives every couple of years, nothing will change with our port.” The government and legislature are working on a plan to keep the incentives intact for the next eight years. With the upcoming gubernatorial elections on the horizon, the three candidates, none the incumbent, are taking the necessary steps of educating themselves on this growth process by meeting with the FCCA. As for the high turnover of Port Directors, four in the past four years, it is in the new candidates’ best interest to realize that consistency in this appointed position is the only means to improvement. “How can a port director know what’s going on being there less than a year?” asks Jose Busto. With any large-scale plans for change, time is a necessity; therefore extending the current incentives through the next eight years can ensure that the port authority’s goals for improvement are met.





As steady growth is occurring in the Cruise Industry for the entire Caribbean, it is important for Puerto Rico and the Southern Caribbean region as a whole to stay competitive. New ideas for land based entertainment is a definite way to guarantee cruise travelers' enjoyment. Being a large, urban destination, Puerto Rico faces difficulties posed by the distance between certain excursions and tours. One such way the government is addressing this is by offering the passengers options of things to do within walking distance of the port. Signage throughout Old San Juan is being placed to guide the visitors on a variety of walking tours, with themes such as Shopping, Panoramic, Monuments, South to North and Historic. There are also museums, festivals, artisan's markets and live musical entertainment accessible within the Old San Juan part of the city.

Many of the neighboring islands have taken the initiative to bring additions to their own ports and passenger offerings. "You can have the best destination but you need at least three other spots to be successful as a cruise destination," says Rivera. This general mentality of interdependency exists in all of the nearby destinations of the Southern Caribbean. "It's a symbiotic relationship...we depend on them as they depend on us, however, they may not realize that as much at this time," states Minister Astaphan, in regards to Puerto Rico making advancements for the cruise industry, as compared to some of the smaller destinations.



Islands such as Antigua, Barbados and St. Kitts have begun home porting of smaller vessels themselves and allowing for the necessary infrastructure upgrades. Grenada has spent over \$60 million on infrastructure and has seen the benefits of these changes through participation in excursions. "No longer are people coming for sea and sand, they want to see culture and heritage and with our smooth roads, we can move tourists more quickly to multiple excursions," reflected Brenda Hood, Minister of Tourism, Grenada. St. Kitts has plans of constructing an 1,100 foot pier with the capabilities of hosting two mega ships to aid in their home porting goals, as well as building a thoroughbred race track, a maritime museum and a second golf course, to keep their cruise guests satisfied while in port. The increase in longer, Florida based cruises coming to this region is also bringing the business directly to these islands, not always including Puerto Rico on their itinerary.

While these Southern Caribbean countries can only wait optimistically for the benefits they'll receive from the improvements in Puerto Rico, they are

carrying on with their individual growth plans. Plans that perhaps in the future will eliminate their dependency on Puerto Rico as a home port for their cruise business. "The same stock on any shelf too long isn't going to sell. The industry is looking for new ports and we've spent \$22 million on new ports and they're seeing it," concludes Cameron Frazer of the Antigua Pier Group in St. John, Antigua. Already breaking out of the mold is Antigua, where after heavy marketing efforts with cruise lines and the FCCA, they are now seeing much more business from Florida based seven and ten day cruises. This year alone they will be additions to two more cruise line itineraries, Princess in May and Disney in October. European cruises, leaving from homeports of the Dominican Republic and Barbados also have contributed in Antigua's growing strength. The successful outcome of Puerto Rico's port and airport renovations, tour and entertainment additions and hospitality improvements will not only mean an increase to their economy and way of life but also a much needed step to secure their position as The Gateway to the Southern Caribbean.





# CHUKKA ADVENTURE TOURS

In 1983, Chukka Cove Tours opened their doors as a family run equestrian center offering horse back ride and swim tours, outside of Ocho Rios, Jamaica. Today, Chukka Adventure Tours is one of the largest tour operators in the Caribbean, employing over 250 people in Jamaica, and launching many award-winning excursions each year. This great success however didn't arrive overnight. Owner, Danny Melville has overcome many challenges throughout the years, from instilling confidence in the safety of his tours, to improving relations with the cruise industry and now developing cutting edge adventures to keep up with the evolving cruise tourist. Along the way, Melville's interactions with the FCCA proved to be of invaluable assistance in championing each obstacle.



Having been in the riding business for three generations, Danny Melville and his family felt confident to take on the challenge of operating the original tour idea of horse back ride and swims. This was a new and cutting edge

excursion concept in 1983, however marketing it to the cruise industry would pose as a difficulty. "Horseback riding can be dangerous if not properly run. We've

been in the business for three generations and know

how to do it correctly," commented Melville. Skepticism existed with the cruise lines because of the safety of horseback tours, based on a previous accident that had occurred in the Bahamas, and the lack of insurance issue. Already, Melville and his family had been offering horseback tours to Norwegian Cruise Line since the 70's, and had a \$1 million liability insurance to cover their program.



Expanding Chukka Cove's business to the other cruise lines in the early 80's began with Melville's meeting with the FCCA and addressing the necessary concerns of the industry. Confidence was instilled in the eyes of the cruise executives when they learned of Chukka Cove's outstanding reputation as an equestrian center as well as the knowledgeable and highly trained employees. Further reinforcing the safety of



their horseback ride and swim tour was Chukka Cove's increase in their insurance liability to \$5 million, with the help of enrolling in the FCCA Tour Operator Insurance Program.



*Pictured above from left to right Marc, Danny, Daniel, and Alex Melville.*

Ten years later, in 1993, Melville, serving as the Chair of the St. Ann Development Company, was able to use his strong relationship with the FCCA and his Platinum Membership to improve his country's standing with the cruise lines. Dunn's River Falls, the government owned National Park in Jamaica, run by the SADC, decided to raise their fees. When this first occurred, there was a lack of communication between the excursion companies who included the falls on their itineraries and the cruise lines. The reaction of the cruise lines to the lack of being informed on the price increases was very negative, with talks of a boycott of the falls. Along with Jamaica's Minister of Tourism, Francis Tulloch and the FCCA, Melville was able to negotiate a direct buying program for the cruise lines to purchase tickets to the falls in advance at a bulk rate. This was the first time that the cruise industry could access the Dunn's River Falls without purchasing through a tour operator, as well as the original discount plan. "Up to this day, Carnival and others deal directly with Dunn's River Falls, that way we solved the problem," stated Melville.

Looking forward, Chukka Adventure Tours, which now have locations near both Ocho Rios and Montego Bay, are setting the pace for adapting to the ever-changing needs of the cruise passenger. The locations are run by a younger and actively creative thinking generation members, Marc Melville and John Byles, respectively. Both managing direc-



tors and Melville's two other sons Alexander and Daniel have exceeded the company's goal of bringing in one new attraction each year, with adding at least two or three. "People return to Jamaica on cruises a lot and can't keep going to Dunn's river falls. Ships need excursions because people get bored and islands need

them for business. We try to give a little wow factor...give them adventure," reflects Melville on his methods to success. Apart from Chukka Adventure Tours' original horseback ride and swim in Jamaica, they offer a huge range of tours, including the Bob Marley Zion Bus, ATV jungle tours, canopy tours, rafting, mountain bike to the sea and many others. They are also expanding the horseback ride and swim tours to Barbados, being the first offering of its' kind in the Eastern Caribbean, as well as the private island of Half Moon Key, partnering with Holland America. Canopy tours and swamp boats are also in the works for destinations such as Belize and Barbados.

Much of Chukka Adventure Tours and Danny Melville's success has been aided by the Platinum Membership that he has held with the FCCA. This membership not only allowed him to overcome aversion in the forms of marketing his tour company in '83 and negotiating deals for the Dunn's River Falls in '93, but also today by the expansion opportunities that he is taking advantage of. In reference to his Platinum Membership, Melville reveals, "No doubt that's a great value, you get to sit and meet with people in the industry on a regular basis and the networking is great. Not only are you meeting industry cruise executives, but also your counterparts and people who want to go into business with, who you can contact immediately, bringing the suppliers and vendors together. The FCCA is a very good thing. It's like having your own trade organization for all of the islands, destinations and lines in the Caribbean."





# Adventure Awaits You at...



## PUERTO COSTA MAYA

Whether your idea of fun is snorkeling in the wonderland of the second largest reef system in the world, driving a Jeep along the unpaved coastal roads leading to a tranquil fishing village, shopping for artisan handicrafts, or all of the above, there is surely something to suit today's sophisticated cruise traveler at Puerto Costa Maya.

Once an ancient maritime trading post of the Mayan empire, Puerto Costa Maya has flourished into a land of mysterious Mayan ruins, colorful jungles, exotic birds and virgin beaches to offer cruise passengers an experience like never before. In just over three years, Puerto Costa Maya has attracted nearly a million passengers to explore its natural wonders, making it the fastest growing port in Mexico.

Designed exclusively for the cruise ship industry, and situated on the southern Yucatan Peninsula against the deep turquoise sea, "it is the Mexican Caribbean's most diverse port of call," according to Cesar Lizarraga, Puerto Costa Maya's director of sales and marketing. "Puerto Costa

Maya's location offers visitors the best of all worlds in the very heart of the Caribbean," he adds.

An oceanfront shopping area offers duty free products, unique artisan work, and luxury goods at heavily discounted prices. A short walk from the dock leads you to a beach club complete with waterfalls, saltwater pools, and top shelf bars. You can enjoy exotic tropical drinks, typical Mayan cuisine, and even lavish spa services.

If you're more adventurous, the port's bilingual guides will lead you through exciting expeditions into unrivaled landscapes, shore tours, and marine adventures.

**Boat Blast:** This unique water adventure excursion allows you to explore the crystal blue waters behind the wheel of a personal speedboat. From the thrill of freely cruising the Caribbean Sea it is sure to be an unforgettable experience.

**Dune Buggy Tour:** Visit a natural paradise that has remained untouched for thousands of years. The excitement begins behind the wheel of a buggy, along the unpaved roads leading to the tranquil fishing villages. Then you'll be off to rougher terrain and into the lush green vegetation of southern Mexico where tropical birds, butterflies, and other wildlife inhabit the richly vegetated area. The final

destination is a picturesque beach for relaxing under the warm rays of the golden sun, walking along the endless white powdery sands, and swimming through the Caribbean waves.

### **Kohunlich Mayan Explorer:**

Hidden within the jungle, the city of Dzibanche was one of the ruling capitals of the area and is known for its beautiful craftsmanship and splendid temples. You will explore the ancient dwellings in the secluded jungles near the border of Belize before heading to Kohunlich, which once made up one of the most important sites in the southern Yucatan.

### **Bike & Kayak:**

This is an ideal excursion for those who want to explore the "real Mexico" by land and water. After a leisurely bike tour, you will arrive at a local beach where kayaks are waiting for you to head out to sea and for more fun.

### **Chacchoben:**

Situated near the Belize border, these ruins remain virtually unexcavated to this day. You can climb the tallest pyramid and search among the jungle to discover many secrets waiting to be revealed.

### **Airboat Adventure:**

The rare wildlife of the Rio Huach National Reserve, a place most boats cannot travel to, will astonish you. Due to the natural nutrients and protection provided by the mangroves, the Rio Huach National Reserve is a natural sanctuary for fish and birds in the first stages of life.

### **Jungle Beach Break:**

Dream of spending the day relaxing under the sun, on a secluded Mexican Caribbean beach? Make it happen at Uvero Beach, one of Costa Maya's newest and most popular beaches. Relax in a beach chair, stroll along the sands, or join in on some of the fun activities.





**Catamaran Snorkel:** Sail the beautiful Caribbean waters on one of the most exciting tours offered at Puerto Costa Maya. You will board a catamaran at the "Fisherman's Pier" and sail along the charming coast to a snorkel site in search of colorful undersea life.

**4x4 All Terrain:** Enjoy off-road adventures, far away from modern civilization and the hustle of everyday life. Before reaching a tropical beach paradise, you will wrestle with the untamed tropical jungle of the Yucatan in a World War II class S Mercedes Benz Unimog.

**Beach Snorkel:** Last but not least, this excursion satisfies both the beginner and advanced diver. See the abundance of sea life – species like parrotfish, butterfly fish and angelfish – at one of the world's premier dive and snorkeling locations.

It's no wonder more than 300 ships already dock at Puerto Costa Maya per year. Within a short time Puerto Costa Maya has successfully attracted all major cruise ship operators to call on its port. International cruise operators: Princess, Celebrity Cruises, Sun Cruises, Norwegian, Royal Caribbean,

Holland America, Carnival, Radisson Seven Seas Cruises, P&O and Seabourn all have Puerto Costa Maya on their cruise itineraries.

"We pride ourselves on the diverse attractions offered, the attention to detail in designing the port with cruise passengers in mind, and the emphasis on excellent service offered at Puerto Costa Maya," says Lizarraga. "In a very short time, Puerto Costa Maya has done what it took other ports several years to accomplish."

What's more, Puerto Costa Maya continues to expand. You can expect to see broad tree-lined streets and grand avenues, residential homes, suspension bridges and observation towers, a championship golf course, and two more berthing positions before long. "The future is bright for Puerto Costa Maya and for the hundreds of thousands of visitors who reach our shore each year," says Lizarraga.

Adventure awaits you at Puerto Costa Maya. Explore the Yucatan and ancient Mayan culture like never before. Discover for yourself the unforgettable experience of visiting a port created with your desires in mind.





# CRUISE INDUSTRY ECONOMICS 101:

## HOW DOES THE INDUSTRY IMPACT THE ECONOMIES OF THE CARIBBEAN?

*Based on an interview with Brendan Corrigan, Senior Vice President of Carnival Cruise Lines*

Value, says Adam Smith, the eighteenth century economist, is determined by something's ability to command other goods in exchange. This simple economic definition is not only used in nearly all decisions we make in our everyday lives but can also be found as proof in all forms of business, especially in the cruise industry. Breaking down Mr. Smith's definition into layman terms, how much you value something isn't based on a set price, but rather how much you're willing to sacrifice or pay. Since value can be skewed by perception, there are many ways here in the cruise industry that you can increase the value of products and services at your individual destinations. Increased perception in value yields both short and long term economic returns to your destination. These can be seen through the immediate spending of cruise passengers and crews, as well as their return as land based vacationers.

For passengers entering a new country, the perceived value placed on a service can be greatly increased through satisfying a few guidelines. How he or she views their safety is the first determinant. If they feel safe in the destination, they will be confident to carry along their cash and credit cards as well as be more willing to try different excursions and not mind venturing far from the ship. Friendliness and hospitality come into play with the tourist's comfort levels. In port locations where the native language is not English, the cruise travelers feel more welcome and embracing of new cultures if they are facing a smile and pleasant demeanor.

Cleanliness is also very important, because when passengers arrive at a destination, their first impression is usually one that lasts. This goes for both inside restrooms of public areas as well as outdoors, along roadways, waterways and beaches. "If the passengers feel at ease with a place they go to, then they're more eager to spend money, go out and do things. Hospitality and cleanliness make people feel at home and loosen their wallets," says Brendan Corrigan of Carnival Cruise Lines.

*"The most important thing is that the island we go to impress the guest so they want to come back, and that's the island's full benefit."*



Equally important to the visitors are the uniqueness of attractions and merchandise. "People come to the Caribbean and want to take a shore excursion or get involved in an activity that they can't do in their hometown, or they want to come back with something special that you can only purchase in that location," elaborates Corrigan. This encourages the destinations to think outside of the box when creating tours and vending local products. If the product or service is rare, the value will be perceived as much higher. Marketing local attractions is another point to be considered when guiding perceptions. Caution yourself on over-promoting a location or activity because it could lead to disappointment when the visitor perceives it as less. Corrigan suggests "Downplay the attraction a bit and be truthful about the ride or slightly overestimate the duration of time it takes to get there. It will be perceived as well worth the amount of money." Tour guides can add a lot of value to the excursion, so having one with a sense of humor and interesting stories to share will further enhance the perception.

Crew spending is another aspect that comes into play for the various economies of the Caribbean. Although slightly more conservative spenders than the passengers, because they will be returning to these spots, crew members can place a higher perceived value on many services and cultural items. Corrigan states that "Many of them are young and the whole point of being a crew member is to experience different cultures and different destinations."





*“If the passengers feel at ease with a place they go to, than they’re more eager to spend money, go out and do things. Hospitality and cleanliness make people feel at home and loosen their wallets.”*

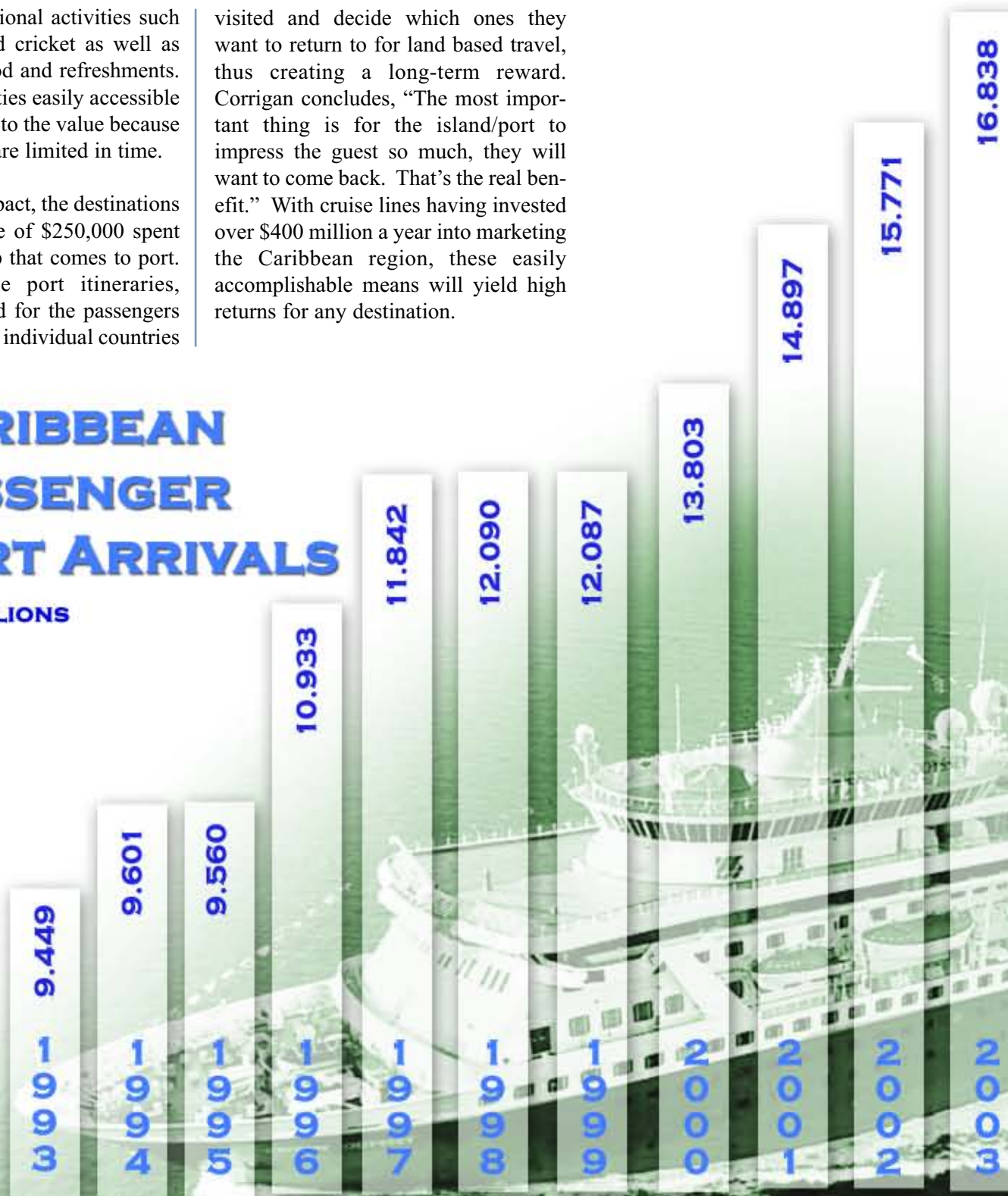
They enjoy recreational activities such as golf, soccer and cricket as well as trying the local food and refreshments. Having these facilities easily accessible from ships can add to the value because the crewmembers are limited in time.

As a short-term impact, the destinations receive the average of \$250,000 spent by each cruise ship that comes to port. With the multiple port itineraries, cruises can be used for the passengers and crew to sample individual countries

visited and decide which ones they want to return to for land based travel, thus creating a long-term reward. Corrigan concludes, “The most important thing is for the island/port to impress the guest so much, they will want to come back. That’s the real benefit.” With cruise lines having invested over \$400 million a year into marketing the Caribbean region, these easily accomplishable means will yield high returns for any destination.

## CARIBBEAN PASSENGER PORT ARRIVALS

\* IN MILLIONS





Holland  America

## Accommodations

**Passenger Cabins:** 924  
(788 outside / 136 inside)

**Balcony Cabins:** 623

## Facilities

**Passenger Decks:** 10

**Swimming Pools:** 3

**Whirlpools:** 1

## Nationality of Crew

International

## Deployment

Eastern & Western Caribbean

**Inaugural Cruise:** April 25, 2004

**Shipyard:** Fincantieri

**Shipyard Location:** Monfalcone, Italy

**Country of Registry:** The Netherlands

**Cruising Speed:** 24 knots

## Size & Capacities

**Tons:** 85,000

**Length:** 951 feet

**Maximum Draft:** 26 feet

**Passengers:** 1,848

**Crew:** 800





# FLORIDA-CARIBBEAN CRUISE ASSOCIATION



## Cayman Islands

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

Don't miss this once-a-year opportunity, anyone attending the conference will benefit:

- Increase your cruise industry contact base.
- Gain insights on what the cruise industry is looking for.
- Establish a clear vision on how to proceed on the road to success.
- You will save time, effort and money.

This is the only time and place where the decision makers from the FCCA Member lines come together....

Register today!



# Faces in the Industry

## **Marsha Mathura ~ Social Host** **ROYAL CARIBBEAN INTERNATIONAL**



I currently work onboard the *Brilliance of the Seas* as a Social Host. After graduating from University, a passion for travel and cultural diversity prompted me to join the cruise industry.

I joined the Royal Caribbean International team in March 2002 as a member of the Cruise Staff. Since then, I have had the opportunity to explore and meet people from many different cultures and nationalities.

As a Social Host, I am part of the entertainment division onboard. I assist in coordinating and hosting different activities and special events for our guests. I thoroughly enjoy assisting in the coordination of weddings and vow renewals, because of all the teamwork that is involved in the process. In addition, the end results of good teamwork for such special events is personally very rewarding to the guests and crew alike.

### **Trinidad & Tobago**

*The Brilliance of the Seas* is my fifth Royal Caribbean ship and my social and personal life on each ship has been very satisfying. Each ship that I have worked on has taught me a new experience and prepared me for the next ship. There are also a considerable number of my colleagues from my native land of Trinidad and Tobago; this tends to add a comforting feeling to the work environment.

Because of the opportunities that Royal Caribbean International has given me, I have been able to fulfill one of my life long dreams of visiting many beautiful cities in Europe at the age of 25.



# Around The Caribbean



*Monday, April 19th, marked a historic meeting between the CTO / CHA / FCCA.*



*FCCA representatives meet with Colombian President Alvaro Uribe Vélez (center).*



*FCCA delegation meets with the Aruba Minister of Tourism & Transport, Honorable Edison Briesen (center).*