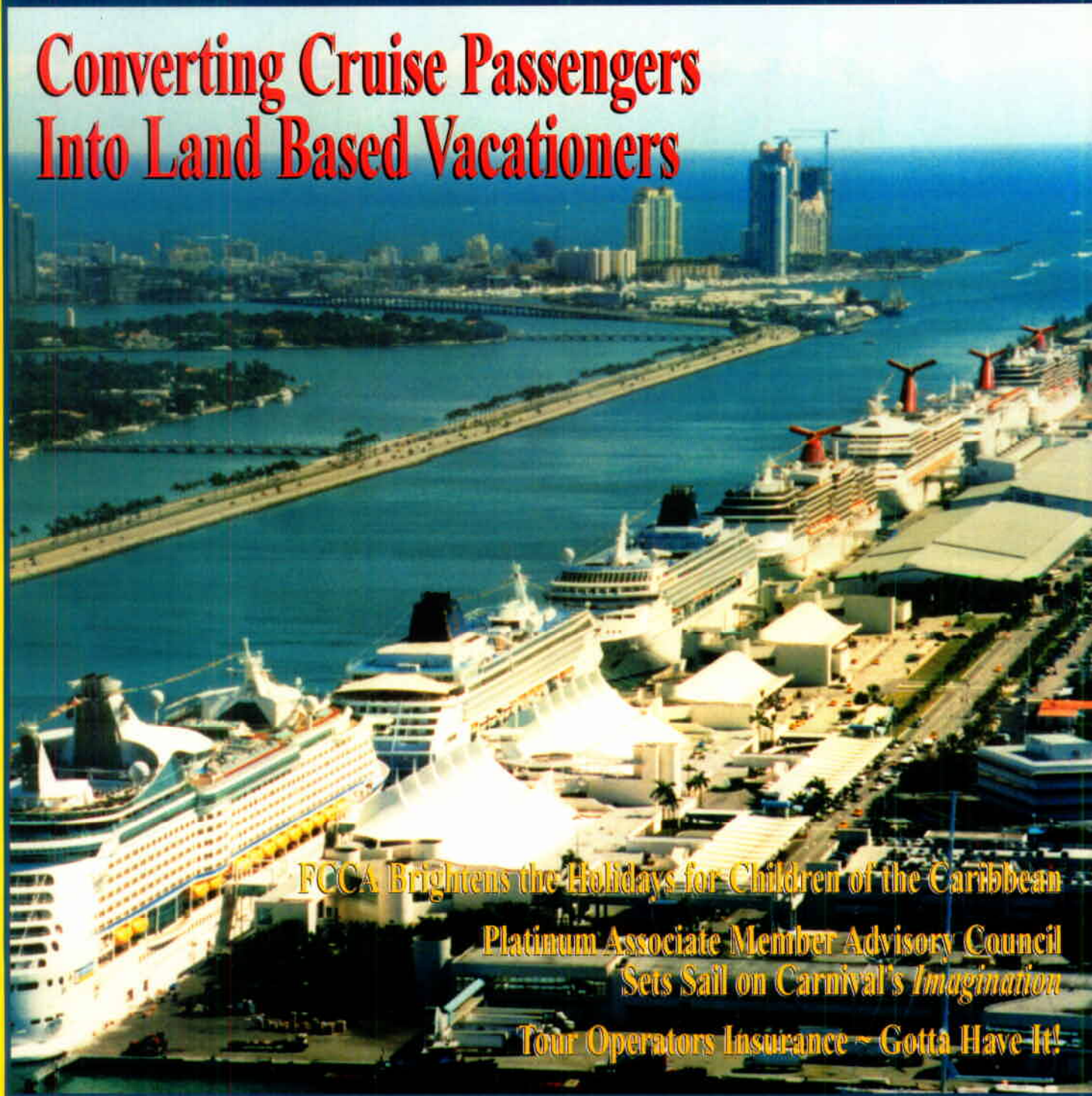




Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE
First Quarter 2003

Converting Cruise Passengers Into Land Based Vacationers



FCCA Brightens the Holidays for Children of the Caribbean

Platinum Associate Member Advisory Council
Sets Sail on Carnival's *Imagination*

Tour Operators Insurance ~ Gotta Have It!



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Cruise	4,903	9,376	\$894 M	\$290 M	\$29 M
Cargo	3,581	6,096	\$461 M	\$152 M	\$10 M
Petroleum	1,676	3,680	\$382 M	\$103 M	\$6 M
Total	10,160	19,152	\$1.7 B	\$545 M	\$45 M

Source: Port Everglades Master Plan Report, 2002
Broward County Year 2000 Economic Impact Report





**FLORIDA-
CARIBBEAN
CRUISE
ASSOCIATION**

Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

First Quarter 2003

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FEATURES

5 Converting Cruise Passengers Into Land Based Vacationers

Cruising is an important vehicle for sampling destination areas to which passengers may return. Nearly 50% fully expect to return to the same geographical area/destination for another type of vacation.

13 FCCA Brightens the Holidays for Children of the Caribbean

Close to 4,500 children in 18 destinations were treated to a very special day filled with warmth and generosity thanks to the Member Lines of the Florida-Caribbean Cruise Association.

21 Platinum Associate Member Advisory Council Sets Sail on Carnival's Imagination

Cruise Executives from the FCCA Member Lines and FCCA staff played host to 55 Platinum Members along with their families for a splendid four day cruise to Key West and Cozumel, Mexico aboard Carnival Cruise Lines, *Imagination*.

25 Tour Operators Insurance ~ Gotta Have It!

Members of the panel all agreed that the need for United States insurance coverage will shortly become the standard requirement for the industry. Coverage amounts still differ from line to line, but it is anticipated that this will also be standardized due to the recommendations made by Royal Marine.

HAPPENINGS DEPARTMENTS

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President's Letter



*Michele & Jose Busto,
Continental Shipping ~ Puerto Rico*

The Essence Of Responsibility...

"Anyone can hold the helm when the sea is calm...But in stormy waters it takes strength, commitment and responsibility to stay the course. We cannot adjust the winds, but we can always adjust our sails, and when it comes our turn to hold the helm...we must be strong."

FCCA Platinum Associate Membership Advisory Counsel (PAMAC) partners demonstrate their commitment to the cruise industry time and again not only by being members of PAMAC, but by participating in and sharing their insights at all FCCA events. Platinum Associate Members acknowledge their responsibility in ensuring the success of the cruise industry and recognize that there is strength in numbers...together we are strong.

January 16-20, 2003 saw *Platinum Associate Members* come together for the FCCA's yearly cruise. This year's cruise, aboard Carnival Cruise Lines' *Imagination*, was widely regarded as our best ever – due in part to the increase in opportunities to interact, discuss, and share ideas/insights with fellow industry partners. I would like to take this opportunity to personally thank all my friends in attendance and to share an overview of the event with all our partners.

In this issue of *Caribbean Cruising* we are pleased to present a few heart-warming pictures taken during the 2002 Holiday Gifts Project. This year close to 4,500 underprivileged children had their Holidays brightened as a result of the Project. In addition, **Matthew Sams**, Vice President, Caribbean Relations – Holland America Line, provides some insights on the *FCCA Tour Operator Insurance Program*.

The thrust of this issue, however, is a program that is near and dear to the FCCA – one that we believe has great possibilities and the potential to 'adjust the sails' in many Caribbean destinations... the *Cruise Passengers Conversion Program*. This feature, introduced by **Terry Thornton**, Vice President, Market Planning – Carnival Cruise Lines, and followed by articles on this theme contributed by: **Rick Murrell**, President - Tropical Shipping, **Lania M. Rittenhouse**, Director of Tourism - The Cayman Islands, **Chris Turnbull**, Marketing Advisor - St. Kitts and **Pamela C. Richards**, Commissioner of Tourism - U.S. Virgin Islands, provide insights into an area that the FCCA feels a responsibility to show a strong commitment to.

I look forward to seeing all our good friends and partners during SeaTrade and welcoming one and all at our **9th Annual Gala Dinner** – a fundraiser for the *FCCA Foundation for the Caribbean*.

Adjust your sails...and stay the course!

Respectfully yours,

Michele M. Paige



Millions of ships have come and gone from Mobile's waterfront.

But the first luxury cruise ship was by far the most memorable in our 300-year history.

Mobile Landing brings a whole new era to a historic city that has launched more ships than we can remember. The first luxury cruises that embarked from Mobile were sold out well in advance.

A new 1400-foot bulkhead on the Mobile River will make it possible for more cruise ships to serve a market anxious to explore the Gulf of Mexico and the Caribbean. More than 100 daily flights arrive at three major airports within one hour's drive. And Interstates 10 and 65 run directly to Mobile's waterfront.

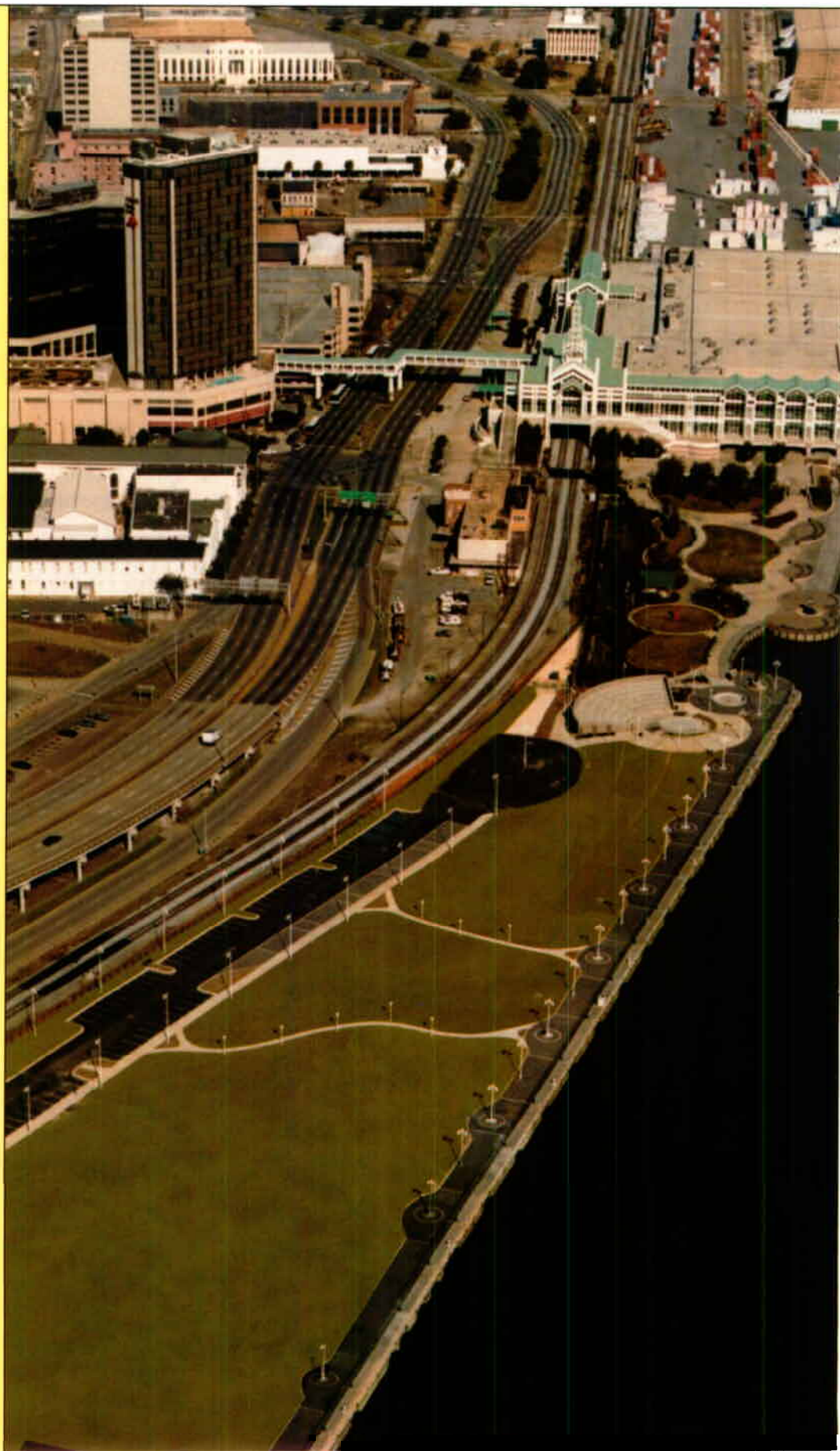
This new era for Mobile's waterfront will also usher in a new Maritime Museum and a renovated GM&O Rail Station transportation hub. High speed ferries will make points around the Bay easily accessible. All of this and the sparkling new 37-story Battle House tower and hotel. A new era indeed.

Contact Al St.Clair, Director, Cruise & Waterfront Development at 251.208.7964.

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Converting Cruise Passengers Into Land Based Vacationers

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.

Converting Cruise Passengers Into Land Based Vacationers ~ Workshop Overview

by: Terry Thornton, VP, Market Planning, Carnival Cruise Lines

As Chairman of the FCCA's Marketing Committee, I have had the great pleasure to host a workshop on converting cruise passengers into land-based vacationers as part of the last several FCCA Conferences. This has proven to be a great forum for the exchange of ideas between the cruise industry and the Caribbean destinations, and this session was no exception.

We were honored to have Micky Arison (Chairman and CEO – Carnival Corporation), Rick Sasso (longtime cruise industry veteran and former FCCA Chairman) and Guillermo Martinez (State Secretary of Tourism, Quintana Roo, Mexico) as panelists.

There were several central ideas presented by the panelists that together were the most important elements for destinations to consider in converting cruise passengers into return visitors:

1. Make the experience the best it can possibly be for cruise passengers during their limited stay in port.
2. Develop a system to capture contact information for cruise passengers.
3. Execute a sales and marketing program to contact these cruise passengers and "ask for their vacation business."
4. Work directly with the cruise lines on joint sales, marketing and promotional programs.
5. Make sure that the cruise lines have access to all of the

destination's marketing information so that the cruise lines can do an even better job in promoting the destinations across all their marketing channels.

During the informative question and answer session, several destinations indicated that they had initiated programs to capture cruise passenger information through the use of incentives ("register and you could win a free return stay"). We hope to be able to provide some feedback on the results of these efforts in the very near future.

There was also significant discussion about the importance of aggressively "asking for the business." Today's consumers want to be "sold" and the days of passively sending a brochure and hoping that the consumer takes action are over.



Micky Arison, Chairman & CEO, Carnival Corporation, and Terry Thornton, Carnival Cruise Lines, during the 2002 FCCA Conference.

We are making progress in having the cruise industry and the destinations work together for our mutual benefit. There's still much more that we can do together and I am very excited about the opportunity that the FCCA creates for us to make this happen.

The Following Articles From:

• **Tropical Shipping** - gives an overview of their brain child, "Come Back to the Caribbean." A program that Tropical Shipping has assisted their destination partners to implement as a cruise passenger conversion vehicle.

- **The Cayman Islands**
- **St. Kitts**
- **The U.S. Virgin Islands**

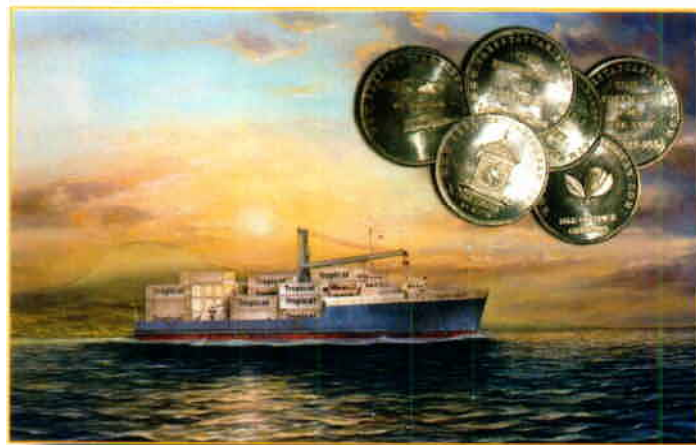
Provide overviews of the cruise passenger conversion programs their islands are working on.

Come Back to the Caribbean

by: Rick Murrell, President, Tropical Shipping

The cruise line community wants to ensure that the destinations for their visitors are friendly, safe and enjoyable for their guests. Simply said, happy and healthy Caribbean communities will make for an enjoyable destination for the cruise passenger. To help ensure that the region is a success, it is critical that the economies in the region can provide jobs and a reasonable standard of living for those domiciled in the Caribbean communities that are being visited by cruise ships. Over the last 2 years, many of the areas of employment such as banking have decreased, leaving mainly tourism as the provider for much of the employment. Building this tourism in the Caribbean both on ship and on shore is the responsibility of all involved in the well being of the community.

The best estimates of the cruise lines, are that 30% of the people that cruise this year will cruise again in the next 3 years. That means that 70% of the cruisers this year will be taking land based vacations of some kind over the next 3 years and this is where the interest of the Caribbean hotels and the cruise lines converge. How do both sectors of the tourist business in the Caribbean help entice the cruiser this



year" to come back to the Caribbean next year" and stay in a hotel so that their vacation dollars help build a better Caribbean for all.

Approximately 7 Million passengers visit the shores of the Caribbean from cruise ships each year. This means that at least half are a target audience for taking a land vacation of some sort the following year. If the Caribbean could attract only half of these to return to their hotels that is enough visitors to make substantial use of the EXISTING hotel infras-



Located in the heart of a thriving, re-emerging, historic downtown, the Port of Pensacola has turned its attention to spurring northwest Florida's tourism draw by carefully blending its

newest waterfront development—a cruise ship docking facility—into a larger public waterfront development know as "Festival Park." The new cruise dock will complement the port's existing 1,000-foot cruise berth.

America's first settlement, the Pensacola area is renowned for its stunning beauty. Fifty-two miles of undeveloped, federally protected beaches lined with white-quartz sand are in the same condition as when Spanish explorers first landed here in 1559.

With a healthy tourism industry that attracts visitors year-round and close proximity to major cities in the Southeast, cruise ships are a natural for this port. A variety of shore excursion itineraries entice visitors, and can be viewed by requesting a free copy of our CD-ROM video presentation, which provides an overview of the port and the area's shore excursion amenities.



Four Blue Angel fighters bang in their famous "diamond" formation in the National Museum of Naval Aviation, a top ten attraction in the state of Florida.



Barrier islands protect the mainland from harsh storms, provide habitat for shore birds and other coastal animals, and provide unique opportunities for visitors to relax, fish and enjoy nature.



Five nations have ruled Pensacola since it became the first European settlement in America in 1559, giving the city the nickname "City of Five Flags."



The downtown waterfront is undergoing a renaissance of redevelopment, centered on public access. Cruise ships will find a vibrant downtown a short walk from the dock.



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Web:

Primary Contact:

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structure that is operating at only 60% of capacity. The Caribbean can nearly double its overnight tourism by putting in place an active process and a plan to attract the 70% of the cruise visitors to "come back" and stay in the Caribbean.

Tropical Shipping, operating in a region dependent on tourism, recognized the opportunity that is presented by the latent hotel capacity and the 7 Million visitors by sea. Harvesting this opportunity to bolster the Caribbean economies is critical for the future of the region. Reflecting on the doubloon coins thrown out at Mardi Gras and the scrambling by the crowds to get and keep the doubloons, gave birth to the idea that a program to get the visitors to return could be generated by giving coins and having them redeemable for a partial free stay at a local participating hotel.

The Cruise Lines were approached with the concept through the Florida-Caribbean Cruise Association advisory board and over a two-year period accepted that the idea should be tried. From the onset, Tropical committed to design and maintain a web site (www.freestaycaribbean.com), which gave access to hoteliers to list their promotional attractions. Tropical also provided the first 60,000 coins minted for each participating islands which include St. Kitts, Grenada and the Virgin Islands. Dominica, Tortola and St Lucia are in the next phase of the project. Working with tour operators the idea is to distribute coins to as many cruise visitors as possible. In time, if the program is effective, it is hoped that the hotels will also reciprocate and provide coins for their guests to get discounted Caribbean cruises.

A successful program of incentives, welcoming signs and clean facilities, and happy people to interface with cruise guests will ensure that Caribbean visitors return year-after-year to cruise or to stay in hotels. If successful following the initial launch, all of the people and businesses in the Caribbean will have a brighter tomorrow.

Welcome Back! "A Cayman Islands Test Case for a Cruise Conversion Program"

By: Lania M. Rittenhouse, Director of Tourism, Cayman Islands Department of Tourism

'Welcome Back!' is the phrase hundreds of thousands of cruise ship passengers will hear as they take part in the revolutionary testing phase of the Cayman Islands cruise conversion program.

Working hand-in-hand with Carnival Cruise Lines, one of its many partners in the cruise industry, the Cayman Islands has developed an innovative loyalty program. The program uses

an ambitious blend of technology and creativity, and is designed to encourage cruise ship passengers who have experienced a wonderful day in the Cayman Islands to consider returning as a stay over guest.

"If only 1-2% of the estimated 2.1 million cruise guests visiting the Cayman Islands in 2003 return as stay over guests, incremental revenue to the islands could exceed approximately \$25 million dollars," said Lania Rittenhouse, Director of Tourism for the Cayman Islands. "This alone is a compelling reason to develop a strategically sound program that will hit its target and produce conversions."

A second, an equally compelling reason for making this program succeed is that the acquisition cost for a 'repeat guest' is considerably less than that of a new one. The day long visit to the Cayman Islands is more than a port-of-call in an itinerary, it is a one-day orientation, and if the guests enjoy themselves they are more likely to return than if they were only exposed to the Cayman Islands through advertising. This approach allows the Cayman Islands to leverage the sizeable dollars that the cruise industry is already spending to market and promote the Caribbean in their catalogues, TV commercials, advertising, and websites. By working closely with the cruise industry, the return on investment in marketing dollars will be far more productive than going it alone.

Critical to the program's success are three things - **creativity, distribution and value.**

Cruise passengers visiting the Cayman Islands are exposed to a minimum of 4 destinations, and are the recipients of a multitude of brochures, flyers and special offers as they visit each island. To stand out in this sea of collateral, the 'Welcome Back' program will test two different pieces - a credit card sized CD Rom and a plastic, credit card style, card.

Both the CD Rom and the credit card will have an image of the Cayman Islands on the front, including the words 'Welcome Back', and instructions on how to access a special url. The url will direct them to a dynamic multi-media presentation on the Cayman Islands and will allow them to enter a free vacation sweepstakes, in order to access special vacation packages available exclusively to cruise guests, and to book their return trip to the Cayman Islands either online via the www.caymanislands.ky booking engine or by calling a dedicated 1 800 number.

The information provided to cruise guests will be contained in a special site let within the main Cayman Islands web-



site and will be managed on behalf of all the participating industry partners by the Department of Tourism. All of the Cayman Islands private sector partners will be given the opportunity to provide special deals / rates on accommodations, air and attractions for the exclusive use of returning cruise guests. The sweepstakes component of this presentation is an exciting one and is bound to attract a high level of participation. Winners will be selected monthly, and will receive a return trip for two to the Cayman Islands.

The collateral is both innovative and interactive. The second challenge is ensuring that the CD Rom or credit card is distributed only to its target audience – the cruise guest – and that it is not lost before it can be viewed.

Working closely with Carnival Cruise Line, the line which will test drive this program for the Cayman Islands, the ideal distribution process is for every guest to receive a 'Welcome Back' CD Rom or credit card, in cabin, at turn down service on the day of the call in Cayman. This method of distribution meets the two challenges head-on, and now the 'Welcome Back' collateral can be viewed either in a cyber café onboard or on a computer back home.

Alternatively, the CD Rom or credit card can be personally handed to each guest upon embarkation at the tender piers as guests return to the ship and would also be available at the Department of Tourism information booths in the Cruise Terminals in George Town.

And finally - value. The Cayman Islands Department of Tourism is diligently working with its private sector partners to provide vacation packages which offer cruise guests great value opportunities, thus doing much to ensure that they return to the Cayman Islands as stay over guests.

So, the 'Welcome Back' program is innovative, it has strategic channels of distribution and it has value.

Now what ... there are a number of elements that must also be successfully launched for the results of the testing phase to be meaningful.

Without the endorsement of the cruise industry this program will not succeed. To date, both the FCCA and the cruise lines that have been approached, have supported the 'Welcome Back' program and have indicated their willingness to work with the Department of Tourism as it

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develops this great new program. The cruise industry must be commended for actively supporting this initiative, and others like it, and for their commitment to becoming good corporate citizens of the communities they visit throughout the year.

However, endorsements and a great program alone will not create the success that is hoped for. The 'Welcome Back' program will be supported by a fully integrated marketing communications program aimed directly at the cruise industry, the consumer and the media. An additional opportunity for spreading the news is to advertise in Carnival's Currents magazine. Currents is sent to all of Carnival Cruise Line's past guests, so the message will be received by many who have visited the Cayman Islands in the past and who will now have a heightened propensity to return.

As awareness of this program increases, cruise guests will be looking for their 'Welcome Back' CD Rom and will be counting on the exclusive specials that they know are coming their way to plan their next vacation. When this level of awareness is reached the program, with the support of the cruise industry it will have come full circle.

So, at this point you know all about what the look and feel of the 'Welcome Back' program – but after the testing is concluded, how will you ever know if it was a success? There are four distinct tracking methods that will be implemented, making it easy to identify at all stages of the process both the interest and the conversion levels.

The CD Rom and the credit card collateral url will each have a unique tracking mechanism so that each form of collateral can be tracked. The number of hits on the dedicated specials page will provide an indication of the level of awareness and interest that the program has generated.

Having tracked interest alone, the remaining tracking methods will monitor the number of live bookings made either directly online, through our 1 800 number with a special tracking code or at the point of purchase by presenting the 'Welcome Back' collateral for further on-island value added packages.

The 'Welcome Back' program designed by the Cayman Islands Department of Tourism relies on the continued support of its partners in the cruise industry and on the participation of its local private sector partners. The Cayman Islands are excited, and look forward to reporting on the amazing successes of this program next year.

Imagine

By: Chris Turnbull, Marketing/PR Advisor
St. Kitts Tourism Authority

Imagine. You've just enjoyed a relaxing breakfast in the dining room of your magnificent cruise ship, as it docked at the newly reconstructed Port Zante in St. Kitts. As you step off the gangway, you're excited about your next island adventure. Then you see him.

At the end of the beautiful pier stands your personal ambassador to St. Kitts, a tourism officer from the St. Kitts Tourism Authority. He offers you information about the island. He's not trying to sell you anything. In fact, it looks like he's handing out money.

The Challenge We Face

Caribbean cruise destinations face many challenges these days. Not the least of which is making sure their destination is memorable to the tourists that visit. Tourism is successfully selling an enjoyable experience, and that is what St. Kitts is trying to do, especially with its cruise traveler conversion program.

Just like other destinations, many tourism related projects are being implemented right now on St. Kitts. For instance, Port Zante in downtown Basseterre has taken on a new look as its reconstruction nears completion. The port can now service two mega-size cruise ships at once, and includes a new visitor center. The St. Kitts Scenic Railway is up and running, and has already become increasingly popular with cruise travelers, offering them an historical tour of the island on a luxurious parlor car. It is the only train of its kind in the Caribbean. In addition, renovations of historical buildings and sites are in progress.

Of course, cruise passengers could never participate in all of the wonderful activities offered on any given island, especially while they are visiting for only a few hours. That is why the St. Kitts Tourism Authority is encouraging them to come back, with their unique "Comeback Program."

"St. Kitts welcomed more than 250,000 cruise passengers to its shores last year, and there will be even more in 2003," said The Honorable G.A. Dwyer Astaphan, Minister of Tourism for St. Kitts. "To convert even a few of them to stay-over visitors in the future would be a positive step for our island."

The Comeback Coin

The St. Kitts "Comeback Program" is very straightforward. Specially minted "Comeback Coins" are distributed to cruise passengers as they leave their ship, or as they return to it. The coins have a Web address printed on them, which offers discounted rates at 10 hotels on St. Kitts.

In some destinations tourists are herded through a gauntlet of vendors as soon as they disembark their ship. But on St. Kitts the first experience a visitor has will be with a Tourism Officer, offering helpful information about the island, and a free "Comeback" coin. The guest's visit starts with a personal "thank you" from a Kittitian for visiting their beautiful island..

"The first experience a visitor has on St. Kitts is a friendly face and an excited 'welcome to our island!'" said Minister Astaphan. "To the tourist, that is the foundation for their memories here."

The "Comeback Program" was created through a partnership between the St. Kitts Tourism Authority and Tropical Shipping. It began in October 2001 and will continue as long as new coins are minted. To date, more than 60,000 cruise passengers have received the coins. The success of

the program is being gauged right now, but reaction from cruise passengers has been very positive.

The coin itself has a silver color and depicts one of the most well known landmarks on St. Kitts, The Circus, which is located in the center of Basseterre. The large green clock tower is situated in the shopping district, on Fort Street. It is frequently one of the first stops that cruise passengers make when they arrive at Port Zante.

FreeStayCaribbean.com

www.FreeStayCaribbean.com is stamped on the back of each coin, and is constantly being updated with various discounts offered by the hotels on St. Kitts. For instance, right now, if a cruise passenger booked four nights at a hotel, he would get one free, five nights and he would get two free. Many hoteliers have developed special rates, recognizing that many vacationers spend less than a week at a destination.

In the future, other tourism partners may offer goods and services at special prices for returning passengers. Perhaps a rainforest hike would be discounted, or maybe even the Scenic Railway tour. Various retail shops will offer a discount if the coin is presented. Officials at the Tourism Authority say that the possibilities are endless.



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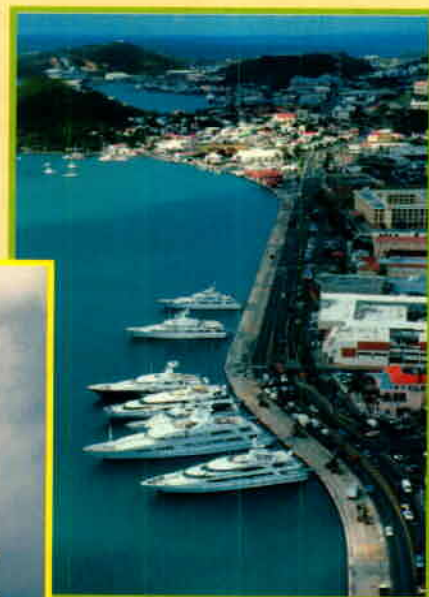
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"In effect, the 'Comeback Coin' could be a passenger's discount passport to St. Kitts," said Minister Astaphan. "This entire effort is to give our cruise passengers a unique Kittitian experience, and make them feel welcome here. We want their business and we'll show them we want it."

The Final Piece

For the St. Kitts Tourism Authority, the final piece of the "Comeback Program" was making it easier to come back. Now, with direct air service from Philadelphia on U.S. Airways, St. Kitts can offer its visitors an easier way to get reacquainted with the island they're so fond of. More flights are on the way, officials hope, making St. Kitts more accessible in the coming year.

"We welcome our passengers at Port Zante. We constantly improve our attractions. We offer significant discounts on hotel rooms, and we are making it easier than ever before to come to St. Kitts by air," said Minister Astaphan. "What could be an easier match?"

The secret to converting a cruise passenger to a stay-over visitor does not lie solely in a warm invitation. It just starts there. The St. Kitts Tourism Authority knows it is the entire package that counts. From the warm welcome to the enchanting sights and sounds of the island, and the ease by which a tourist can come back, memories can be relived.

Just imagine.

USVI joins "Free Stay Caribbean" Promotion Participating Hotels Offer Guests Free Room Nights

By: Pamela C. Richards, Commissioner of Tourism,
U.S. Virgin Islands

The U.S. Virgin Islands Department of Tourism and select USVI hotels recently announced their participation in the new "Free Stay Caribbean" promotion. As part of this unique Program, sponsored by Tropical Shipping, a representative from the USVI Department of Tourism will greet cruise ship passengers as they disembark their vessels and provide an incentive to return to their favorite ports of call for a land-based stay. When cruise ship passengers arrive in port, they will receive a coin specifically for a free stay in the U.S. Virgin Islands. The value-added coin is redeemable for free hotel nights at participating properties when additional nights are booked.

This program is an excellent way to encourage cruise ship passengers to return to our islands for a longer, more

extensive stay," Commissioner of Tourism Pamela C. Richards said. "Typically, cruise ship passengers have only one day to sample all that St. Thomas, St. John or St. Croix has to offer. Clearly, that is not enough time to fully experience our many white sand beaches, unique culture, fine dining, and exciting land- and water- based activities available on our islands. The 'Free Stay Caribbean' promotion provides guests a tremendous incentive to return and see it all."

Guests who present their USVI coin upon their check-in will receive two free room nights, -when five room nights are booked at the following resorts: Bolongo Bay Beach Club; Holiday Inn Windward Passage; Point Pleasant Resort; Renaissance Grand Beach Resort; Sapphire Beach Resort & Marina; and Wyndham Sugar Bay Resort & Spa. In addition, the Virgin Islands Charter yacht League provides participants one free night when a weeklong charter yacht vacation is booked.

The USVI is one of three Caribbean destinations participating in the Free Stay Caribbean promotion, recently created by Tropical Shipping. Tropical Shipping carefully minted the unique coins for the program and maintains the freestaycaribbean.com Web site. The company has grown over the last 40 years to become the largest containerized-cargo carrier in the Caribbean. Tropical Shipping plays a pivotal role in the day-to-day activities of the islands, owning and operating 11 vessels that range in size from 235 feet to 423 feet.

For additional information about this promotion, visit www.freestaycaribbean.com For additional information about the United States Virgin Islands, call 800-372-USVI (8784), visit www.usvitourism.vi or contact the nearest USVI Department of Tourism regional office in Atlanta, Chicago, Los Angeles, Miami, New York, Washington, D.C., or Toronto. ♪

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.

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FCCA Brightens the Holidays for Children of the Caribbean

Close to 4,500 children in 18 destinations were treated to a very special day filled with warmth and generosity thanks to the Member Lines of the Florida-Caribbean Cruise Association. The *Holiday Gift Project*, made possible through the **FCCA Foundation for the Caribbean**, is in its seventh year of gift giving to under-privileged children that normally would not have received gifts during the holiday season.

Children of all ages were gathered eagerly awaiting the arrival of Santa Claus and his elves, while enthusiastic crew members, garnished in their costumes, boarded waiting transportation and were whisked off to meet the children. At times it was hard to tell who was having more fun, the crew members or the children! All this was made possible due to the strong partnership between the FCCA Member Lines and the destination partners who work together to achieve one goal... to put smiles on the faces of the children.

Dean M. Evans of the Cayman Islands expressed his gratitude: "On behalf of the Minister for Tourism and Leader of

Government Business, The Honorable W. McKeever Bush and the West Bay United Democratic Party, we wish to thank the Florida-Caribbean Cruise Association for helping us provide such a memorable event for the children in our community. Giving gifts to children out of love is immeasurable. Thank you for your continued support in our community and trust that our relationship will continue to be fruitful in the years to come."



A heartfelt comment from Zunaïd Bux, Crew Activities Manager on Royal Caribbean International's *Explorer of the Seas* reads: "This was a fantastic event that reduced a

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few of our crew to tears, unbelievable love and warmth. It is great to give something back to the communities in our ports of call. There is no greater reward than the warmth you get from loving or the joy you get from sharing."

Denia George of the Ministry of Tourism in St. Lucia delivered a special message: "The Ministry of Tourism would like to thank the FCCA for their kind donations. The children who participated in the event were thrilled. One child called the Ministry to express her gratitude for the gift she received, this was the only gift she received for Christmas."

Carole Blake-Hodge from the United States Virgin Islands Department of Tourism shared her gratitude: "Thank you once again, on behalf of the Department of Tourism, for the opportunity to bring Christmas to those children who would not otherwise receive a gift. The children were ecstatic and

the parents were thankful for the difference you made in the children's lives."

Carnival Destiny's Youth Director, Donna Bateman shares her memories of her day in Aruba: "As we arrived, they opened their doors and their hearts to us, they were so kind and helpful. Today was such a wonderful day. It warms my heart to see how much such a small gesture from us makes so many little faces glow with happiness."

A thank you message from Sharon Williams of the Jamaica Tourist Board reads: "On behalf of the Jamaica Tourist Board, I must say how appreciative we are to the FCCA Foundation and its Member Lines to be included in this annual gift program. This program is just one way of showing the partnership we share as industry players and also helps strengthen the bond." ^

A special thank you goes out to the FCCA Member Lines for making this all possible:

Carnival Cruise Lines • *Carnival Destiny* - Aruba • *Carnival Conquest* - Montego Bay, Jamaica / **Celebrity Cruises** • *Constellation* - St. Croix • *Summit* - St. Kitts
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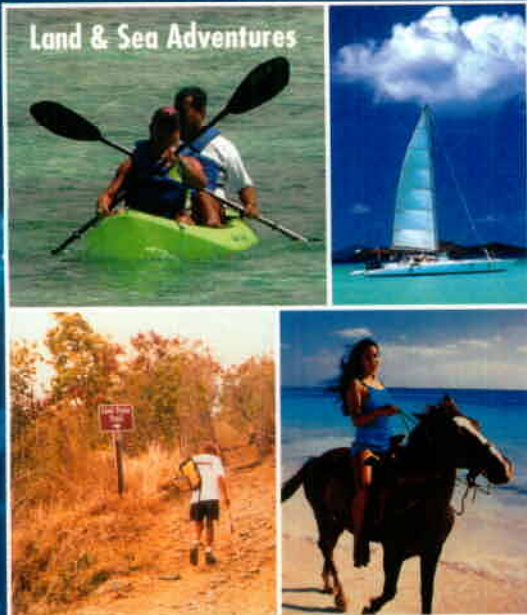


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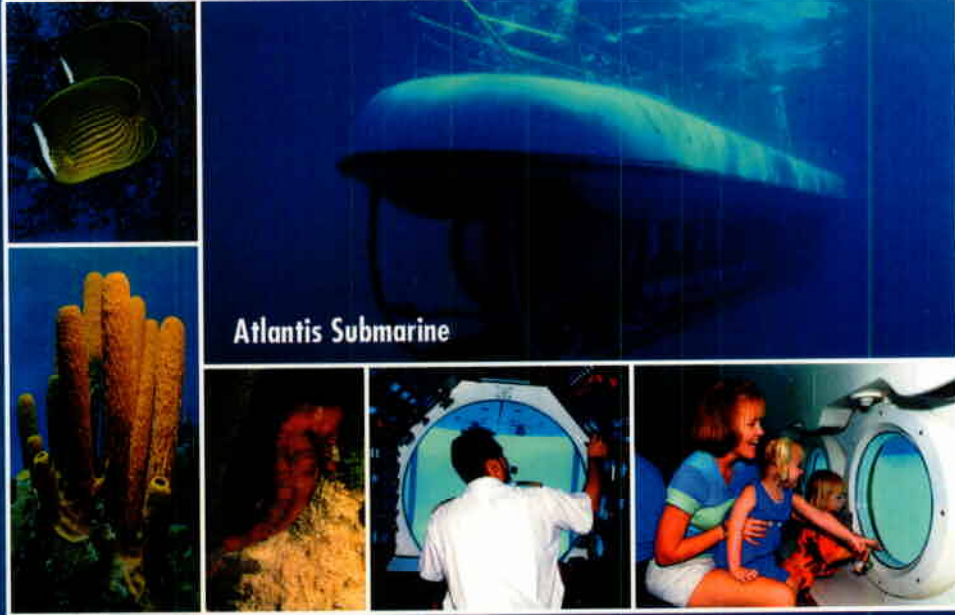
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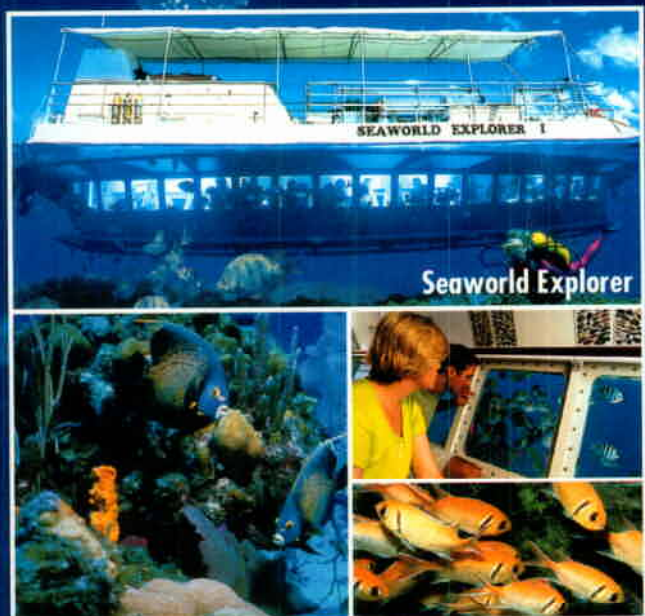
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Andrew Olivierre ~ Gallery Steward ~ Cunard Line Ltd.



My name is Andrew Olivierre, and I am the galley steward/sanitation officer aboard Cunard's elegant Caronia. I have been working for Cunard for the past 12 years, and March 2003 marks my 23rd year at sea!

I joined the *Cunard Countess* in July 1991 as a utility, and stayed on that ship until September 1996. It was then that I came to *Vistafjord* (which is now *Caronia*), and I've been here ever since. During my time with Cunard, I have also worked as a crew barman, program coordinator, printer, and assistant housekeeper.

As the galley steward/sanitation officer, I am in charge of all the basic food hygiene and sanitation, garbage separation, and environmental and safety issues within in the galleys. I also carry out weekly galley inspections and keep the food, cleaning and temperature logs up-to-date. I am responsible for 26 utilities crew members and 35 cooks, and I also have to keep an eye on the dining room staff and other crew when they come into the galleys during service.

The aspect I enjoy most about my job is that there is a always a challenge and something new to learn every day. But best of all is working for Cunard, and the people I work with are the greatest!

Barbados

My dream is to grow with Cunard and always do my best. I hope to hold the position of head sanitation officer for the fleet or some day be crew steward or food & beverage manager. I work well with others and I have a lot of ambition, so I know it will happen one day! ♣



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

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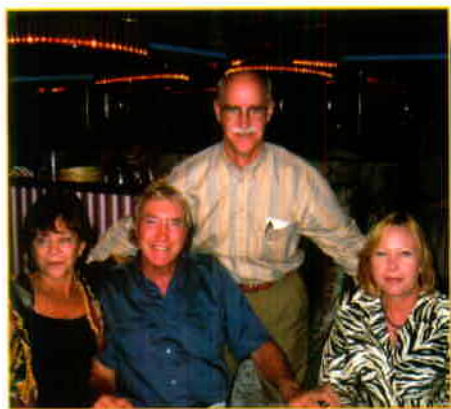


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Platinum Happenings

PLATINUM ASSOCIATE MEMBER ADVISORY COUNCIL SET SAIL ON CARNIVAL'S IMAGINATION

On January 16, 2003, the Florida-Caribbean Cruise Association Platinum Associate Membership Advisory Council met with senior purchasing, shore excursions and marketing executives from the FCCA's 13 Member Lines at this year's fifth annual Platinum Associate Membership Advisory Council (PAMAC) Cruise. Cruise Executives of the FCCA Member Lines and FCCA staff played host to 55 Platinum Members along with their families for a splendid four day cruise to Key West and Cozumel, Mexico aboard Carnival Cruise Lines, *Imagination*.



Mike Ronan (standing), Royal Caribbean International, at a Platinum meeting.

The day began with Members and Cruise Executives being greeted at the Port of Miami by the FCCA staff. Later that evening a private FCCA "Welcome" cocktail reception hosted by Carnival Cruise Lines, was held to allow members to socialize with Cruise Executives on an individual

basis. Platinum Members had the opportunity to dine with Cruise Executives, who played host to a table each evening.

First stop on the itinerary was Key West, Florida. Members and their families spent the day enjoying the many water sports available, lounging by the beach, riding bikes and shopping on Duval street. Platinum Members and Cruise Executives gathered for the first of two scheduled Advisory Council meetings later that evening. The Advisory Council is comprised of port authorities, tour operators, tourism agencies and suppliers in the Caribbean, Mexico, Central America, South America and the United States.

Matthew Sams, Vice President, Caribbean Relations, Holland America Line chaired the meeting which addressed numerous topics pertaining to the member's respective destinations. The agenda included an update on the group insurance policy for tour operators in the Caribbean, an update on the Cruise Conversion Program currently being promoted in St. Thomas,

USVI and port security issues. Many of the US port authorities in attendance volunteered their time to assist Caribbean ports with any security issues that may arise. Throughout the cruise Platinum Members had the opportunity to discuss issues pertaining to their destinations on a one-on-one basis with Cruise Executives.

Octavio Molina, Vice President of Operations, Aviomar S.A. de C.V. hosted an FCCA exclusive excursion at Playa Sol Adventure Park, which offers horseback riding, jet ski rentals, scuba diving and training, equipment rental, a restaurant and pool. Lunch was served buffet style and offered some of Mexico's staple dishes including hand-made tortilla, fajitas, grilled shrimp and chicken, fried calamari and many fabulous desserts. Preceding lunch guests were treated to a folkloric dance show. Platinum Members, Cruise Executives and their families once again participated in the third annual FCCA volleyball tournament, while everyone cheered on.

As the Platinum cruise came to an end. Members eagerly expressed their anticipation for next year's cruise and shared their thoughts regarding both the membership program and the cruise.



Brendan Corrigan (far left), Carnival Cruise Lines, at the welcome party.

"I thought it was wonderful, I like the idea of being able to spend time with our partners and vendors in a different atmosphere other than making an appointment in the office. I think there was a lot of interesting commentary going on. I truly enjoyed it and I think the Platinum functions are great." Joanne Salzedo, Manager, Product Development, Norwegian Cruise Line.

"This was an absolutely fantastic cruise. I give it an A+. The meetings were informative, and I was able to meet with many executives to discuss pertinent issues on a one-on-one basis. I also had the opportunity to meet with other colleagues who I will be working with on a new project to create a cruise



development plan for Dominica. Overall the Platinum cruise has proved to be a tremendous benefit to me.” Benoit Bardouille, General Manager, Dominica Port Authority.

“The relationships that develop on the Platinum Cruise, between Platinum Members and Cruise Executives go far beyond the business that is conducted on board. We get to know each other on an informal basis, that makes future dealings more comfortable and productive.” Roger Blum, Vice President, Cruise Programming, Carnival Cruise Lines.

“Platinum Membership provides a relaxed environment in which to communicate effectively with Cruise Line Executives and to dialogue with colleagues from all parts of the Caribbean about issues of mutual interest.” David Gegg, Managing Director, Cruise Solutions Belize.


“The FCCA Platinum Membership gave us the opportunity to interface with the Cruise Executives from the various Member Lines and outlined the detail requirements we needed to become successful tour operators. During this cruise we were able to offer another line our tour product and clear up some miscommunications with another. It was

well worth the trip.” David Starling, President, Panama Canal Railway.


“I am happy to be a Platinum Member. I was pleased with the discussions on security measures at the meeting today. With all the security issues that’s affecting the world these days, it is good to know that the FCCA and the Cruise Executives are attuned to this and those of us in the destinations don’t have to be prepared to handle this alone. I personally feel that my Platinum Membership has benefited me in keeping me abreast of all issues set forth by the top level of the FCCA’s policy makers.” Edward Thomas, President & CEO, The West Indian Company.

“To use the word excellent would be an understatement. I believe this is one of the greatest ways to keep Platinum Members together and provide information to them. As far as the Platinum Cruise is concerned, Carnival did an fantastic job catering to us.” Lee Bailey, Executive Chairman, Caribbean Cruise Shipping & Tours.

“I cannot believe this is work. I have to admit the Platinum Members and the Cruise Executives are a fun group of people and this is a fun industry.” Rovel Morris, Managing Director, Bridgetown Cruise Terminals, Inc.



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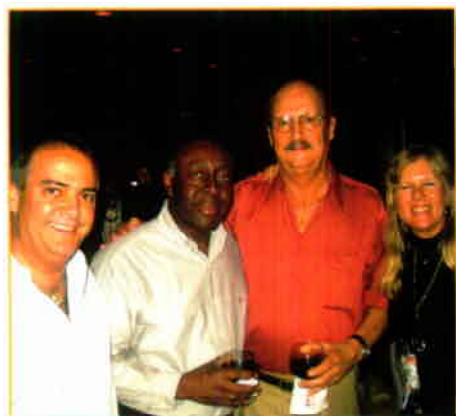




FCCA Platinum Members share their experiences during the PAMAC cruise.

Thomas Kenna, Marketing Director ~ Panama Canal Railway Company

Having recently returned from the FCCA Platinum Associate



Roger Blum (far left), Carnival Cruise Lines, shares a drink with Platinum Members.

Member Advisory Council Cruise aboard the exquisite Carnival Cruise Lines' *MS Imagination* which took place January 16-20, 2003. I thought I'd jot down some of my thoughts about the cruise, there was great food and fantastic entertainment all around. I take my hat off to Carnival for a job

well done. Most impressive for many of us was the always-smiling, attentive and just all-around wonderful people that Carnival has working on that ship. All of us that form part of the FCCA Platinum Membership know that people are the key to our business and it is obvious that Carnival knows it too. Kudos.

The highlight of this cruise was of course the opportunity to meet with friends and partners. Business is strengthened and relationships form that allow the development of ideas. Ideas that flourish into new business opportunities or ways into making existing business more rewarding for those involved. This particular cruise provided me with one-on-one "informal" meetings with cruise executives that resulted in our company securing more business. Although these meetings took place in a friendly atmosphere while enjoying exotic cocktails illuminated by fluorescent ice, the additional business is very real and very serious indeed. I'm talking about in-your-pocket, here-it-is business. No fluff, no "mañana." This fertile environment for business that promotes partnership-building is what our investment in the FCCA Platinum Membership is all about. Yes, "investment." An investment that we readily make due to the unique opportunities provided by the FCCA's hard-working team, the cruise executives that so generously dedicate their time and efforts to the FCCA and by all of our colleagues and friends that make this a family devoted to making a better future by bringing tourism to our homes.

Norman Pennycooke, Managing Director ~ Fun Sun Inc.
The FCCA'S Platinum Membership...My "Family"

The FCCA is a not-for-profit trade organization composed of 13 member cruise lines operating vessels in Florida, Caribbean and Mexico. Created in 1972 the FCCA provides a forum for discussion on cruise industry issues. This forum provides a place to share information, idea and most importantly to develop and improve relationship between cruise related entities and the cruise industry.

One of these cruise related forums is the FCCA Associates Membership Program, which brings together most of the wider Caribbean Cruise Service Providers. This Association is very important as we meet as a united body to discuss issues affecting our industry. Owing to the success and growing membership of the FCCA Associates Membership Program the FCCA decided to launch a smaller more effective and exclusive program - the Platinum Associate Membership Advisory Council (PAMAC). The idea was to provide a smaller membership of approximately 60-70 members to response more quickly and effectively to ever changing events in the cruise industry.

PAMAC was established in 1998 with 6 members and has currently grown to 70 members. The benefits of this program:

- Exclusive Associate Member meetings and luncheons
- Listing/Profile in Membership Directory
- Access to up-to-date statistical Studies
- Savings on Registration Fees
- Discount on insurance program for Tour Operators
- Use of FCCA logo
- Serving on FCCA PAMAC
- Biannual full day meetings with FCCA operation executives
- Invitations to Special Events and the yearly PAMAC cruise
- Company profile and updates in FCCA's Caribbean Cruising Magazine
- Private Luncheons & meetings



Graham Davis (center), Princess Cruises, discusses shore excursions with Platinum Members over a drink.



Gordon Buck (far right), Carnival Cruise Lines, shows-off Carnival's facility in Cozumel, Mexico.

But these benefits listed above cannot be fully appreciated until you become a member of the PMAC. By becoming a member you join a "Family" that is willing to share and assist each family member in whatever projects or industry related issues that may occur. The fellowship and communion that develops between each member of the PMAC, their families and the cruise industry executives is invaluable and immeasurable. If I had to choose why I became a member of the PMAC I would select the special event benefits. That is, the

cruises, the basketball game and the private dinners. These events provide each Platinum Associate member with an excellent opportunity to meet, relax, exchange ideas and fraternize with Cruise Industry officials and our colleagues from the wider Caribbean.

I urge all my Caribbean counterparts to become a member of the PMAC as soon as possible in order to enjoy the benefits of the Cruise Industry.



Giora Israel (center), Carnival Corporation, gives an overview of the new port facility in Cozumel, Mexico.



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FCCA TOUR OPERATORS INSURANCE PROGRAM



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Tour Operator Insurance ~ Gotta Have It!

Matthew Sams, Vice President ~ Holland America Line & Vice Chairman ~ FCCA Operations Committee

At the FCCA Conference in Cancun, I had the honor of moderating a panel on shore excursion operator insurance. The discussion was well attended and there was a very good exchange of information.

The main points of discussion were:

This program was created at the request of numerous shore excursion operators who could not obtain proper insurance. The FCCA is only the facilitator of the insurance program and does not make any commission from the program. It took the FCCA more than 5 years to interview numerous insurance companies in order to find one that offered a program to fit the industry's needs.

Bill Roversi, Vice President of Royal Marine Insurance was very detailed in his description of the insurance program. In most cases, Royal Marine has been able to bind insurance to all companies who have inquired. In the vast majority of the cases, the cost of the policies have been less, the coverage has been more, the deductible has been less and the jurisdiction

"I believe that the information offered by the panel was very useful to the audience and many areas of concern were answered."

has been broader than the shore excursion operator's previous carrier.

There were a couple of concerns about the need for United States jurisdiction and the possibility of being sued in the United States.

The majority of the audience understood that most passengers traveling to the Caribbean are from North America and



Michele Paige, Matthew Sams, Holland America Line and Mike Ronan, Royal Caribbean International (left to right).

are known to be litigious. Bill Roversi said that all legal fees are in addition to the coverage and is not part of the loss. This news was well received by the audience.

Mico Cascais from Carnival Cruise Lines and Bill Fay from Royal Caribbean International both commented that their lines are becoming more and more insistent for United States coverage.

Both Mico and Bill said that in the majority of the cases, they both look at the insurance policy first before considering other merits of the shore excursion operator's offerings.

The members of the panel all agreed that the need for United States coverage will shortly become the standard requirement for the industry. Coverage amounts still differ from line to line, but it is anticipated that this will also be standardized due to the recommendations by Royal Marine.

I believe that the information offered by the panel was very useful to the audience and many areas of concern were answered.

I urge all shore excursion operators to obtain the appropriate insurance. We hope that you give Royal Marine a chance to quote, however this is not mandatory. We do know that Royal Marine is very aware of all of the industry's needs, therefore, it makes our tour operator selection that much easier.

I look forward to moderating another panel on this subject at the SeaTrade conference on Monday, March 3, 2003 at 9:30 a.m.

I hope to see you there. ✎

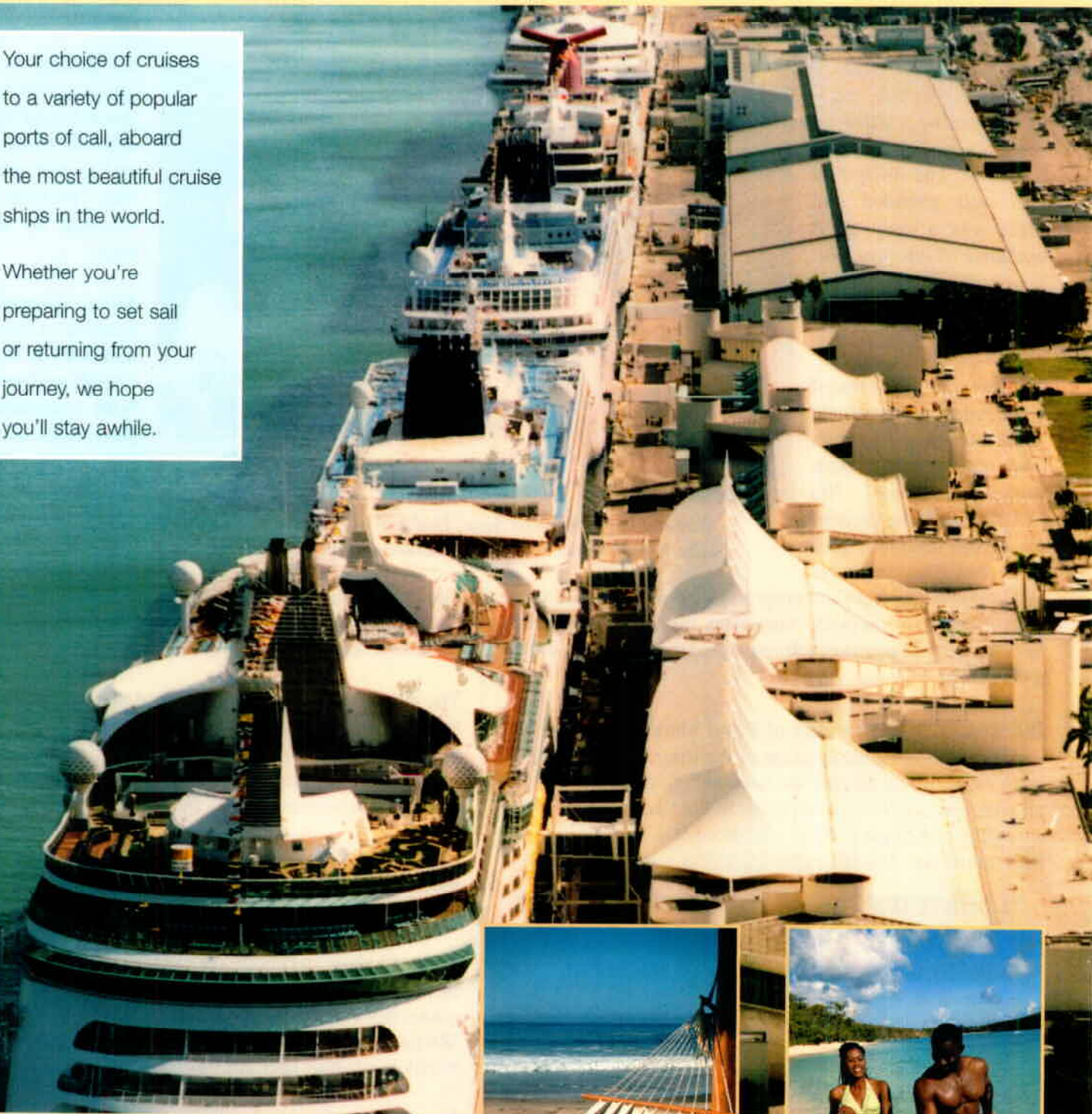
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Nationality of Crew: International

Size & Capacities

Tons: 142,000

Length: 1,020 feet

Maximum Draft: 29 feet

Passengers: 3,114

Crew: 1,185

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Around The Caribbean



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Martinique



Private and Public Sector partners brief the
FCCA on the issues.



Participants at the Tourism Conference.

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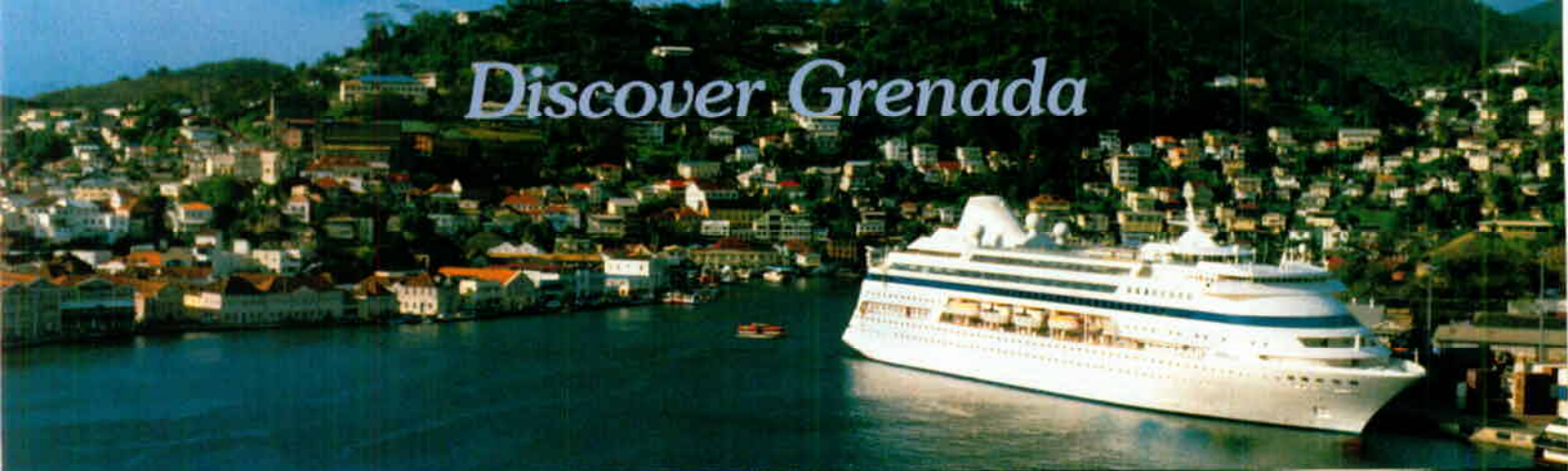
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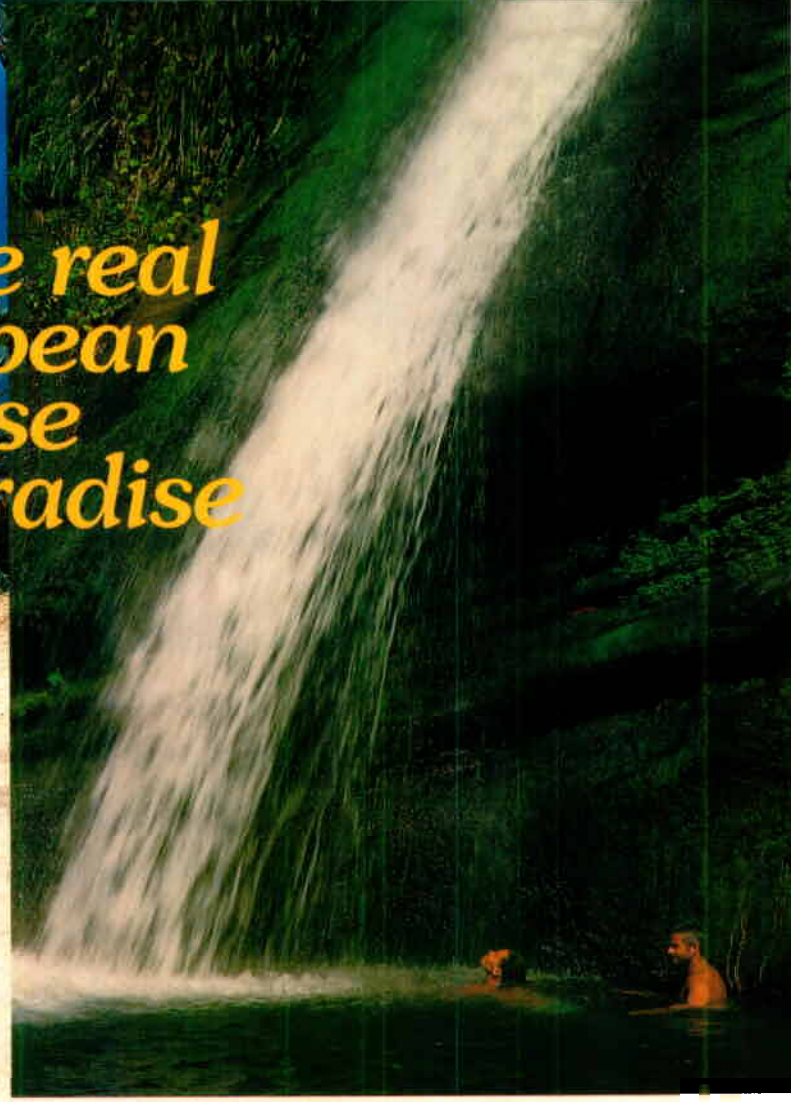
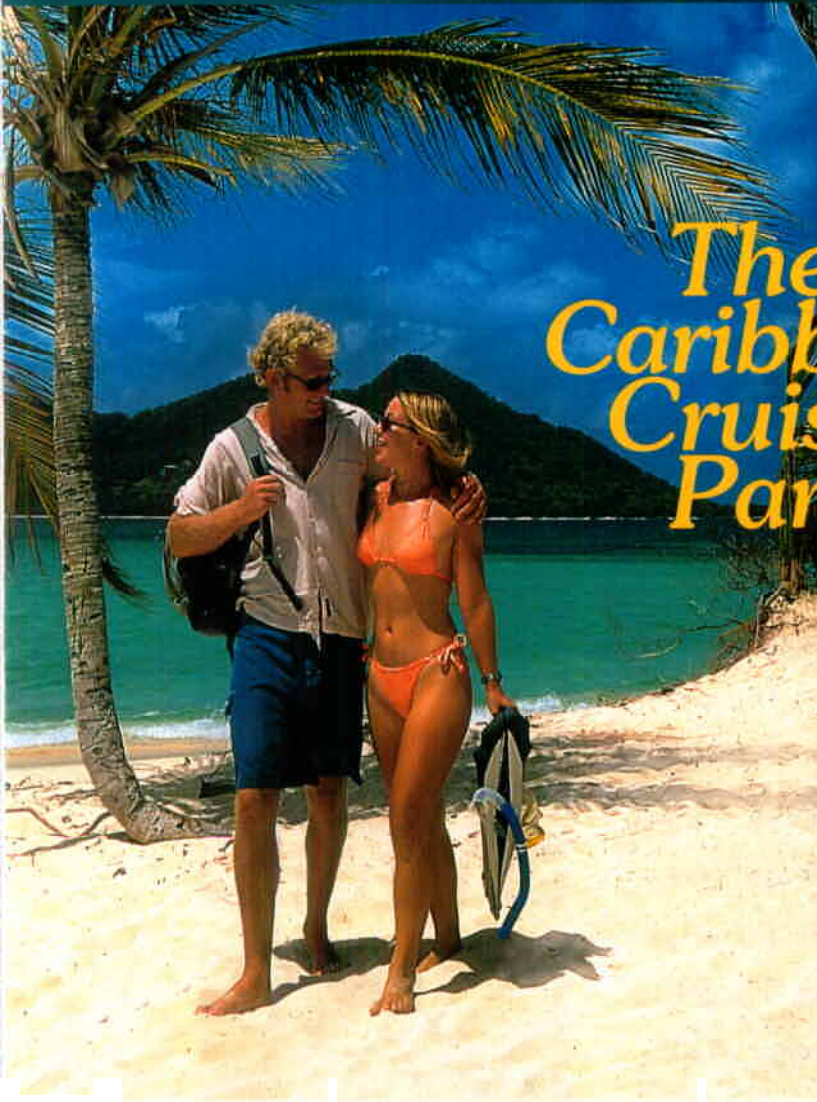
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For further information contact:

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

Or visit our website at
www.grenadagrenadines.com

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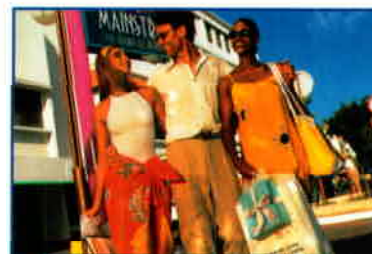
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