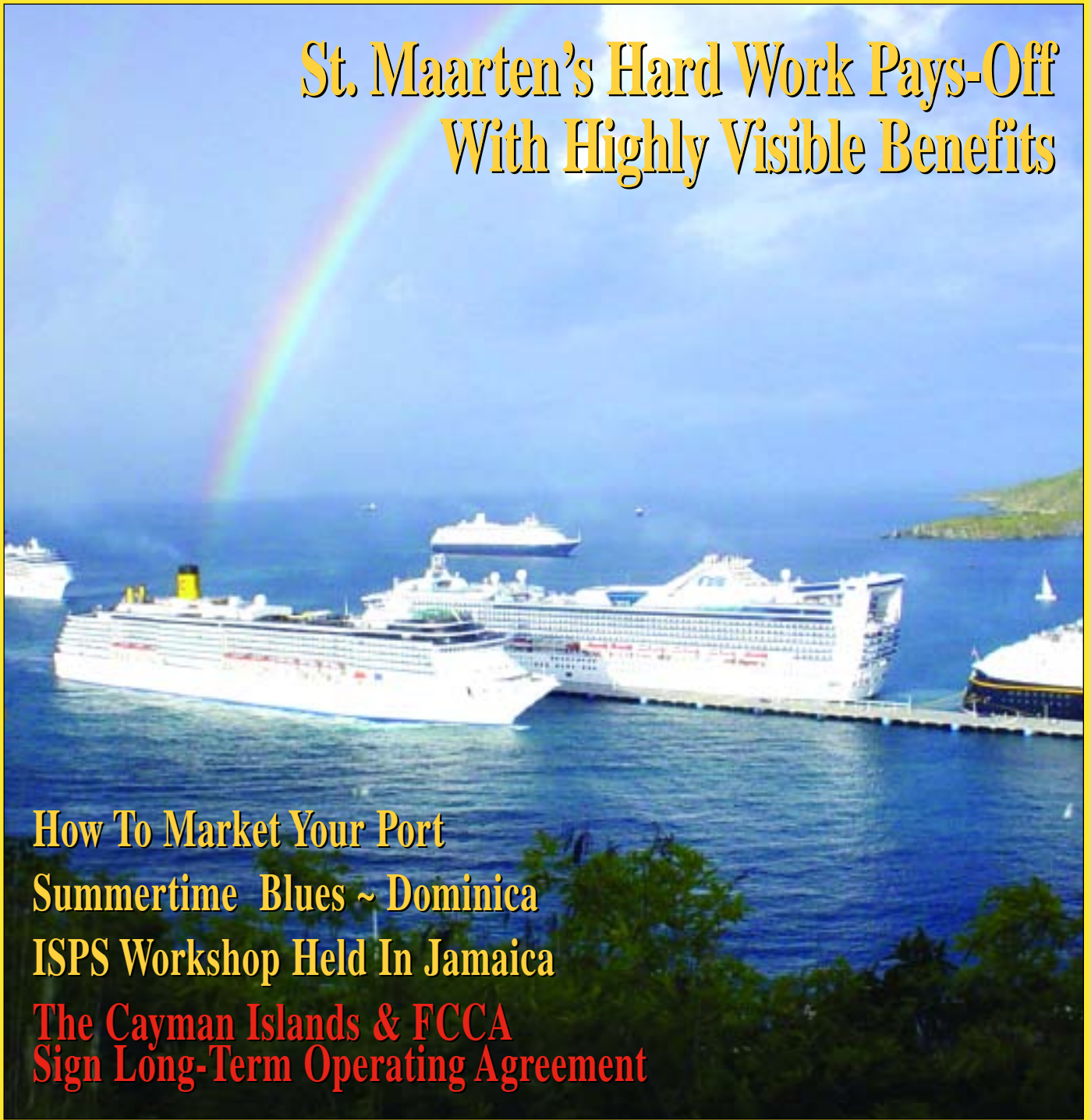




Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE
Third Quarter 2003

St. Maarten's Hard Work Pays-Off With Highly Visible Benefits



How To Market Your Port

Summertime Blues ~ Dominica

ISPS Workshop Held In Jamaica

**The Cayman Islands & FCCA
Sign Long-Term Operating Agreement**



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Third Quarter 2003

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The beautiful island of Jamaica was the setting for a two-day workshop focusing on the implementation of new International security requirements for cruise ship ports.

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There are just some places that more & more cruise passengers want to go to, and St. Maarten has proven itself to be one of them.

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The cruise industry's contribution to its partnership with the Caribbean is in its ever growing investment in ships and marketing of the destinations. The Caribbean's contribution lies in its attraction as a vacation destination and its infrastructure to accommodate cruise tourism. To underline their partnership, the Government of the Cayman Islands & FCCA signed a 15 year operating agreement on July 28, 2003.

26 How To Market Your Port

In the future, the destinations will increasingly participate in the activity of making prospective cruise customers want to select that particular destination and itinerary.

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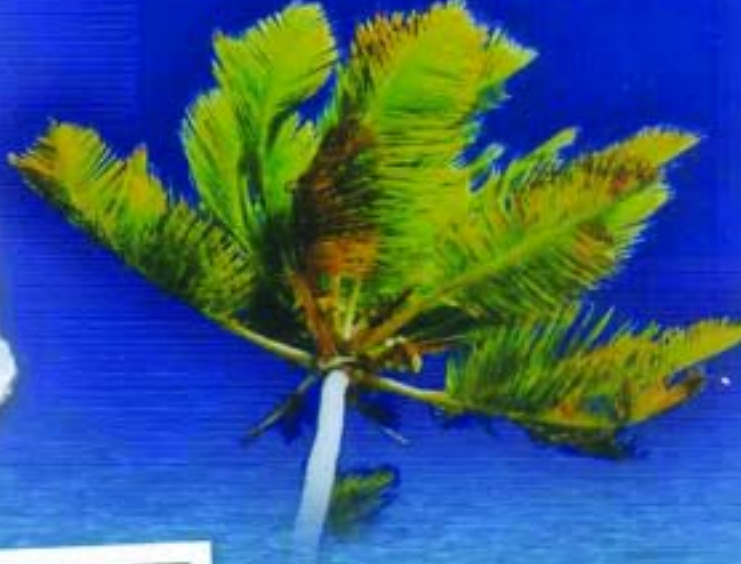
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Disney Cruise Line • Holland America Line • Norwegian Cruise Line • Princess Cruises
Royal Caribbean International • Seabourn Cruise Line • Topaz International Cruises

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President's Letter



*Michele Paige with Steven Tarazi,
General Manager - Colon 2000, Panama*

*“Sitting on the dock of the bay,
watching the ships come rolling in...”*

Otis Redding

This sentiment should certainly be ‘music to the ears’ of those destinations fortunate enough to have ships calling on a regular basis, especially during the summer months. For many destinations, however, the months of summer are more likely to be a time to sing the blues – as the only ships they get to ‘watch’ are those that ‘go rolling by.’

A while back I used the proverb, “we cannot change the winds, but we can always adjust our sails,” which holds true whether your destination is experiencing a down turn in cruise traffic, or has seen its growth become stagnant, or would simply like to reap the benefits of increased growth.

In this issue of **Caribbean Cruising** we present different ways that some destinations and ports are going about kick-starting cruise business, reversing negative/stagnant growth trends and increasing their existing cruise traffic. Featured in this magazine are articles by *John F. Tercek, Vice President, Commercial Development – Royal Caribbean Cruises Ltd.*, on the implementation of marketing programs; *Stephen A. Nielsen, Vice President, Caribbean & Atlantic Shore Operations – Princess Cruises*, on the signing of long-term operating agreements; and *Benoit Bardouille, General Manager - Dominica Port Authority*, on the training of tourism personnel. All of these topics illustrate different ideas that you can utilize in order to fast-track growth in your destination.

This Conference issue clearly demonstrates that while you may not be able to change the winds, the important thing is the ‘wind’ itself – as long as it is blowing, we have the opportunity to use it to fill our sails.

So, stop “wasting time” and start making plans to use the ‘wind’ to help you reap the economic benefits that cruise tourism brings...

See you in St. Maarten, October 7-10!

Respectfully yours,

Michele M. Paige



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FCCA Platinum Associate Membership Advisory Council Meets & Plays in Panama



Approximately 50 Platinum Advisory Council Members along with Cruise Executives from the 11 Member Lines of the Florida-Caribbean Cruise Association (FCCA) met in Panama on June 30-July 1, for a two-day conference hosted by the four Platinum Members of Panama: Aventuras 2000, Panama Canal Railway Company, Panama's Institute of Tourism (IPAT) and Panama Ports Company.

Many guests choose an early arrival on June 29th and were greeted at the airport by Aventuras 2000 staff and Martin Harrington of IPAT. Guests were escorted to the exquisite Caesar Park Hotel in downtown Panama City for the two-day event.

On June 30th, Cruise Executives and Platinum Members were given the opportunity to enjoy a partial transit through



Manuel Cohen (2nd from left) and Liriola Pitti de Cordoba (2nd from right), Panama, welcome FCCA delegation.

the Gatun Locks of the Panama Canal, aboard the Isla Morada, once owned by Al Capone now owned by Aventuras 2000. After the exciting day on the Canal, the Panama Canal Railway Company played host to a luxurious train excursion that began on the Pacific side of the country and ended on the Caribbean side. Along the way guests were served a host of elegantly displayed Panamanian seafood dishes.

Following the days events, Platinum Members and Cruise Executive were invited to Fort Amador for a dinner reception. Guests included Jerry Salazar, Minister of the Panama Canal Authority (ACP), Juan Carlos Navarro, Mayor of the City of

Panama, Liriola Pitti de Cordoba, Director of Panama's Institute of Tourism (IPAT), Bertilda Garcia, Administrator of the Maritime Authority of Panama (AMP) and Alfredo Arias, Administrator of the Interoceanic Regional Authority (ARI).

On Tuesday July 1, the Platinum Advisory Council met to discuss issues currently facing most destinations, including Port Security, Insurance and Home Porting. Platinum Members voiced their concerns on issues relevant to their particular destinations, and received advice from cruise exec-



Steve Nielsen (standing), Princess Cruises, greets FCCA Platinum Associate Members in Panama.

utives and other members. The last event was held at the Gamboa Rainforest Resort with lunch and full tour options.

To bid farewell to a perfect event, the Panama Canal Authority hosted a cocktail reception at the Miraflores Welcome Center and gave a tour of the new facilities. "I must register my sincere appreciation to the FCCA staff for a very well organized advisory council meeting. The field event to the Panama Canal was historic and enlightening, I enjoyed every bit of it from boarding the pirate vessel at Gamboa to going down the Miraflores Locks. The ride back on the railway was relaxing and gave us a different view of the virgin tropical forest and the Gatun Lake. I must thank our host in Panama for a wonderful visit. The meeting that followed was very healthy and the discussion was of a very high level given the issues discussed. The frank sharing of information from the Cruise Executives and the participants made it what I would truly call a Partners Meeting," expressed Platinum Member, Benoit Bardouille, General Manager, Dominica Port Authority.

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FCCA ASSOCIATE MEMBERSHIP PROGRAMS...

YOUR FIRST STEP TO A LASTING RELATIONSHIP WITH THE CRUISE INDUSTRY!

Don't let another year pass you by... Attend the *10th Annual FCCA Caribbean Cruise Conference & Trade Show* and begin building your relationships with Cruise Executives from the 11 Member Lines of the Florida-Caribbean Cruise Association.

The FCCA Associate Membership Program, with over 400 members, is designed to allow members the opportunity to develop partnerships between their organization and the cruise industry. The Conference is designed to give Associate Members maximum opportunities to start building those relationships and to discuss destination specific issues and to network with other members.

As in years' past, the FCCA Platinum Associate Membership Advisory Council (PAMAC) will have the opportunity to meet with cruise executives at an exclusive luncheon and meeting scheduled for Thursday, October 9. On Friday, October 10, both Platinum and Associate members will have a final opportunity to network during an exclusive tour and luncheon scheduled from 9:00 am - 3:00 pm.

Reaffirming the mandate of the Florida-Caribbean Cruise Association to increase proactive collaboration between the cruise industry and the Caribbean, cruise tourism partners are invited to join the FCCA's 'team' of preferred partners!

FCCA ASSOCIATE MEMBERSHIP PROGRAM

(Yearly Contribution - \$500)

- Exclusive Associate Member meetings and luncheons
- Profile in **Membership Directory**, utilized by all FCCA Member Lines (*each cruise line executive will, whenever possible, patronize Associate Members*)
- Access to up-to-date research and statistical studies
- Listing in **Caribbean Cruising** magazine
- Savings on registration fees for the annual FCCA Conference
- Discount on the FCCA's Insurance Program for Tour Operators
- Associate Membership plaque
- Use of FCCA logo on printed materials (*permission required*)
- Discount on your initial Advertisement in any FCCA publication (*Valued up to \$500*)

FCCA PLATINUM ASSOCIATE MEMBERSHIP PROGRAM

(Yearly Contribution - \$10,000)

In addition to receiving the wide range of current Associate Membership benefits listed above, **Platinum Associate Members** enjoy a closer working relationship with FCCA Member Lines as well as:

- One complimentary registration for the **FCCA's Foundation Gala Dinner** (*Valued up to \$350*)
- One complimentary registration for the **FCCA's Annual Caribbean Cruise Conference & Trade Show** (*Valued up to \$595*)
- A seat on the FCCA's Platinum Associate Membership Advisory Council (PAMAC)
- Biannual meetings with FCCA operations executives, which are followed by networking cocktail receptions (*open to all cruise executives*)
- Invitation to special events and cruises
- Company profile and updates in the FCCA's **Caribbean Cruising** magazine
- Exclusive lunch & meeting at the FCCA Conference

As cruise tourism positively impacts your business, Associate Membership is important for you to enhance and actualize that impact. There is no better time than now to realize a partnership between your organization and the cruise lines. For more information, please contact Victoria Lalta at (954) 441-8881, or e-mail: vlalta@f-cca.com.

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“Interesting, Adventuresome & Productive...” FCCA Platinum Members Reflect on Trip to Panama



Alberto Aliberti (center), Cunard Line, celebrates his birthday in Panama.

interaction experience between FCCA Member Lines' cruise executives and our Platinum Members. Platinum events (meetings/outings) allow cruise industry partners to interact with cruise executives in a relaxed setting, allowing for an easy flow of ideas and unfettered discussions.

“The event in Panama was simply outstanding. Interesting, adventuresome and productive describes it for me! It truly was an exceptional way to learn about a destination, particularly when vessels sailing from your port have a port of call in Panama on their itinerary. Marketing the Lines from your port is a cooperative effort and responsibility I take very seriously. The only way to effectively communicate with community partners at any destination is to educate them on all products and what they have to offer. The reason I attend Platinum events is to be able to nurture the business at home by assuring our cruise industry partners that they can be confident we understand the waves of change that happen in our industry and do our very best to prepare and respond to them while working together to support booking efforts. I would like to thank Graham Davis, Manager Caribbean and Atlantic Shore Operations, Princess Cruises for meeting with Scott James, Disney Cruise Line and me. It was on the marvelous boat ride through the canal that I was able to interact with them and establish future business relationships and friendships! Thank you FCCA,” **Gina Rathbun**, Director of Cruise Marketing, Tampa Port Authority.

These special events are the lifeblood of the Florida–Caribbean Cruise Association. Where else could you take a boat ride down the Panama Canal or train ride through the tropical forest of Panama while building business/social relationships that could significantly impact your business for years? “This was an excellent opportunity to socialize with the key players in the

FCCA Platinum Association Members' trip to Panama this year proved to be one of the best FCCA outings to date. In fact, Panama has raised the bar for all future FCCA events. These events are designed to afford a unique

cruise tourism industry in the Caribbean, and I was able to advance many business details while enjoying the ambiance of an exotic locale,” **John Tercek**, Vice President, Commercial Development, Royal Caribbean Cruises Ltd.

The open communication that our FCCA members have with the cruise executives was great to see this year. It really helps create a ‘win-win’ situation for all parties. This event also offered an “in-depth look at a compelling new destination which generated unique ideas about business opportunities, both in Panama and potentially in other destinations. The several day event allowed for the unique opportunity to spend quality time with the Platinum Members,” commented John Tercek.

The great success of this event in Panama served to reinforce the importance of the Platinum Membership program. “These events do wonders for the members in helping relate to what the Lines want, and I think they also help the cruise line attendees learn more about the real issues that ports face in supporting the cruise lines and their passengers. Thanks again FCCA for arranging the event,” **Philip Crannell**, Sr. Vice President, Global Ports & Maritime, G&J.



John Tercek (2nd from left), Royal Caribbean Cruises and Steve Nielsen (far right), Princess Cruises, at one of the social functions in Panama.

The relationships built through the FCCA are far more than just business relationships; they are friendships that promote teamwork among peers. Each FCCA platinum event is as unique and specific to its location, as each member and business is to theirs. The underlying purpose of FCCA events is to cultivate improved relationships and create a “win-win” situation for all our Platinum Members... the Cruise Industry's preferred partners. 🍹

Summertime Blues...

Propels Dominica to Enhance Their Product

By: Benoit Bardouille, General Manager ~ Dominica Port Authority
FCCA Platinum Associate Member

Dominica is known throughout the Caribbean as “*The Nature Island of the Caribbean.*” The island is perhaps the most naturally beautiful and different of all the Caribbean destinations. The island is well known for its towering mountains, primordial rainforest, numerous rivers and waterfalls. It is said by many that the island offers an opportunity to experience one of the last spots on earth where nature, so unchanged and unspoiled, flourishes in abundance.

Dominica is also well known in the diving community as one of the five best diving destinations in the world. Her underwater is as spectacular below as it is above. The unexplored coral reefs, dramatic drop-offs and whale-watching offer water sports’ lovers an extraordinary experience.

The Cruise Passenger looking for a romance with nature is guaranteed an adventure with a difference in Dominica. We are indeed grateful for our Partners in the FCCA who have been giving the required assistance to help us share our warm hospitality, our various natural attractions, both Land-based and Aquatic, our Island’s Culture and Unique Carib Crafts.

Since September 2001, given all the challenges faced by the industry, Dominica experienced a major downsize in the volume of business in the tourism sector. This was not as a result of a lack of quality service, or poor passenger experience, but rather as a result of the repositioning of cruise vessels to the US mainland - making it extremely difficult to service the islands in the southern chain of the Caribbean.

As a result, Dominica has suffered immensely with zero cruise ship calls during the summer period of May to September. It is a very difficult period for all the Taxi Drivers, Tour Operators, Hair Braiders, Vendors, Tour Guides, Duty Free Shops, Water Sports and Dive Operators that depended heavily on the Cruise Ships. The five month period was a major setback for all the stakeholders, given that for a number of years there was at least one cruise ship call per week during the summer months - by which the cruise providers could sustain their businesses.

Despite this unfortunate situation of not having regular cruise ship calls, which we were accustomed to, the shareholders sought to use the ‘dull’ period to improve on the land and sea adventure products to give the cruise passengers a better experience when the season re-opens in October.

During the months of May to September, in preparation for

the opening of the new season, the following has been undertaken to improve the quality and variety of services offered to our cruise visitors. A number of meetings and training sessions are held with the cruise tourism providers to deliver a better quality product with the help of the National Development Cooperation Staff.

Taxi Drivers

Over 300 taxi drivers on the island were trained during a series of three day workshops where drivers are lectured on:

1. *Importance of Tourism to the Economy*
2. *Customer Service and Customer Care*
3. *Communication Skills*
4. *Tourism Products (Marine Environment, National Parks, Culture & History)*
5. *Tour Guiding Techniques*
6. *Basic First-Aid*
7. *Relevant Laws of the Land.*

The taxi drivers are taken on a practical taxi driving tour, where they are treated as tourists. The program climaxes with a practical evaluation, where tourism professionals including tour operators and tourism officers evaluate the drivers. Successful drivers are issued a picture ID that certifies them as tourism taxi drivers for a period of two years.

Tourism Vendors

This year 211 tourism vendors, operating at the port and national parks, have been trained and certified by the NDC. The three-day workshops concentrated on The Importance of Tourism to the Economy, Marketing, Basic Bookkeeping, Customer Service, Customer Care and Stall Design. The areas of training were based on a need survey conducted by the NDC. Other tourism vendor professionals were included as our resource persons to demonstrate the importance of these critical areas in achieving success.

Tour Guides

Last year over 200 tour guides were trained in a series of intensive five-day workshops. Additional training is scheduled to take place before the season opens. The areas of training include Communication Skills, Tour Guiding Techniques, Bird Watching, Marine Environment, National Parks System, Flora & Fauna, History, Culture, First Aid, Customer Service & Care. The tour guides received a practical session on Tour Guiding Techniques. They too were evaluated by tourism professionals on their delivery of a tour. Successful ones were certified by the NDC.



Tour Operators

The NDC conducted a five-day workshop for Tour Operators and Potential Ground Tour Operators on the island. A total of twenty participants attended the program. The whole emphasis of the workshop was to assist participants involved in tour operations to effectively:

1. Research and attain knowledge of the destination
2. Gain a firm understanding of the visitor and niche markets
3. Understand the European and USA Tour Operations Market
4. Skillfully market their own product
5. Develop and enhance business and management skills
6. Provide a first class professional "Meet & Greet" Service
7. Become effective speakers whilst improving on presentation skills.

The participants reviewed the draft standards and licensing requirements for the licensing of Ground Tour Handlers and DMC's which was developed by the NDC. This instrument will seek to provide benefits for the individual businesses, so that they can be used as strategic marketing tools to further promote and enhance their company's reputation by improving competitiveness through set policies and practices.

Hair Braiders

Another important service offered to our visitors is that of hair

braiding. We realized that the service required some organization and control. Hair Braiders thus received training in Customer Service and Care, and a roster system was implemented to assist in the management of these services.

Site Upgrading

The NDC is managing a European-funded Eco-Tourism Development Program, which has as one of its components the improvement and development of at least twenty-two sites on the island. This project will increase the variety of sites available for visitors. Information brochures will also be developed promoting these sites.

As you can see, despite the current economic difficulties being experienced and lack of cruise ship calls during the summer months for the last two years, the stakeholders in Dominica are committed to the cruise industry and are working extremely hard to ensure that our visitors have a memorable vacation.

In closing, we await the opportunity to welcome summer cruise visitors. We invite them to enjoy and relish what we have to offer and, like others who have visited before, take back fond memories of Dominica that will encourage them to return. To our Cruise Partners, I know there are many destinations to choose from for your itineraries, but I assure you there is none like Dominica... *The Nature Island of the Caribbean!*

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International Ship and Port Facility Security Code (ISPS) Workshop Held in Jamaica

The beautiful island of Jamaica was the setting for a two-day workshop focused on the implementation of new International security requirements for cruise ship ports. The workshop, sponsored by the Florida-Caribbean Cruise Association (FCCA), the International Council of Cruise Lines (ICCL), and the American Association of Port Authorities (AAPA), was held June 25-27, 2003 at the Grand Lido Resort in Negril.

The 100 plus participants consisting of representatives from 24 destinations, including the Bahamas, the Caribbean, Canada, Mexico, Central and South America were given an in-depth overview of the International Ship and Port Facility Security Code (ISPS) required by the International Maritime Organization (IMO). The ISPS Code provides standardized security measures that will be required at all ports effective July 2004 in response to stringent security levels imposed following the tragic events of September 11, 2001.

The measures are designed to strengthen maritime security and prevent and suppress acts of terrorism against shipping. The code ensures the security of ships and port facilities and provides a standardized, consistent framework for evaluating risk, enabling governments to offset changes in threat with changes in vulnerability for ships and port facilities. Each contracting Government will conduct port security assessments with three essential components:

- Identify and evaluate important aspects and infrastructures that are crucial to the port facility.
- Identify actual threats to critical assets and infrastructures.
- Address vulnerability of the port facility by identifying weaknesses.



*Hon. Percival J. Patterson,
Prime Minister ~ Jamaica,
opens the ISPS workshop.*

Security requirements for ships and port facilities include the following:

Ships

- Ship security plans
- Ship security officers
- Company security officers
- Onboard equipment.

Ports

- Port facility security plans
- Port facility security officers
- Security equipment.

In addition, requirements for both ships and ports include:

- Monitoring and controlling access
- Monitoring the activities of people and cargo
- Ensuring security communications are readily available.

Each contracting Government will be required to set an appropriate security level in order to communicate a threat at a port facility or ship. Security levels 1, 2 and 3 correspond to normal, medium and high threat situations. The security level will create a link between the ship and the port facility triggering the appropriate security measures.



Delegates at the ISPS workshop.

As a threat increases, the counteraction is to reduce vulnerability. The code outlines several ways to accomplish this task. In order to ensure that security measures are implemented, the ships will be subject to a system of survey, verification, certification and control. Port facilities will also be required to report security related information to the contracting



Government concerned, which will submit a list of approved port facility security plans, including location and contact details to IMO.

The workshops covered a variety of critical concerns including port security assessment plans, ship/ port interface issues. Topics touch on a number of important areas including the proper training needed to ensure that requirements are met. The Prime Minister of Jamaica, the Honorable P.J. Patterson delivered the keynote address followed by an impressive roster of guest speakers, who shared their expertise in the field of security:


- Frank Wall, Chairman of the IMO Maritime Security Working Group (*Outline of IMO Maritime Security Measures and Ship and Port Interface*)
- CDR, Mike Rand, Chief Vessel and Facility Security of the United States Coast Guard (*ISPS Code Overview & Port Requirements and the Port Facility Security Officer*)
- Pat Daly, Special Agent in-Charge, FBI San Juan Field Office (*ISPS Code Overview and Port Requirements*)
- Rick Ferraro, Lloyds Register, North America, Inc. (*Port Facility Security Assessment*)
- Howard Newhoff, Manager of Security, Royal Caribbean International (*Port Facility Security Assessment and Ship and Port Interface*)

- Lt. Bess Howard, Foreign Port Assessment Team, United States Coast Guard (*Foreign Port Passenger Terminal Assessments*)
- Agustin Diaz, Curacao Ports Authority (*Port Facility Security Assessment*)
- Capt. W. Uberti, Commanding Officer, Marine Security Office of San Juan, United States Coast Guard (*Port Facility Security Plan and the Port Facility Security Officer*)
- Robert Giangrisostomi, Deputy Executive Director for Business Development, Canaveral Port Authority (*Ship and Port Interface*)
- Don Habeger, Director of Industry Relations, Royal Caribbean Cruises, Ltd. (*The Port Facility Security Plan and Ship and Port Interface*)
- Robert Beh, Vice President of Surveillance & Security, Carnival Cruise Lines (*The Port Facility Security Officer*)
- Kenneth Honig, Commanding Officer, Port Authority of New York and New Jersey (*Maintaining Compliance: Training, Drills and Exercises*)
- Harry Godfrey, Kroll, Inc. (*Maintaining Compliance: Training, Drills and Exercises*)

The sessions consisted of presentations from the speakers with an interactive forum including question and answer peri-

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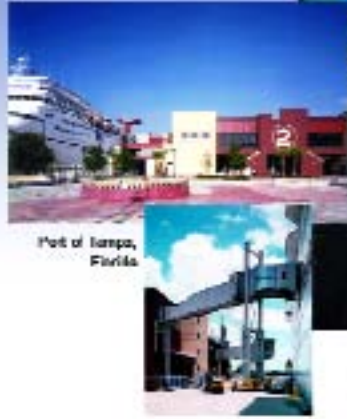
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ods and training exercises. Representatives from Port Authorities shared their comments:

Rommel Charles, Managing Director of the St. Maarten Ports Authority expressed his views on the workshop, "I wish to convey special credit with respect to the contributions of Mr. Frank Wall of the IMO. The ISPS code is very important to the shipping industry. Since lead time is necessary in order to allow the IMO to process submission, St. Maarten Ports Authority is very aware that Caribbean ports need to expedite their preparatory activities in order to ensure meeting the July 2004 implementation date deadline.



Michael Ronan, Royal Caribbean International; Rommel Charles, St. Maarten Ports Authority and Benoit Bardouille, Dominica Port Authority (left to right).

"I want to convey my satisfaction with the Cruise Port Security training held in Jamaica," states Benoit Bardouille, General Manager of Dominica Port Authority. "The training was of a very high level and gave me a much better understanding of the ISPS Code. It also helped me as the CEO of the Port of Dominica to realize the importance of becoming ISPS compliant at the earliest to avoid economic fallout with ships not willing to visit our port. I must commend the team of presenters for their professionalism and the ease at which they delivered their topics."

We at St. Maarten Ports Authority hereby express our appreciation to the AAPA, FCCA & ICCL for conducting this useful workshop".

"I want to convey my satisfaction with the Cruise Port Security training held in Jamaica," states Benoit Bardouille, General Manager of Dominica Port Authority. "The training was of a very high level and gave me a much better understanding of the ISPS Code. It also helped me as the CEO of the Port of Dominica to realize the importance of becoming ISPS compliant at the earliest to avoid economic fallout with ships not willing to visit our port. I must commend the team of presenters for their professionalism and the ease at which they delivered their topics."



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FCCA Caribbean Cruise Conference & Trade Show Forging Stronger Linkages

If you were interested in doing business with the cruise industry, what would you do; what would you need to know; with whom would you need to speak; how would you go about making contacts...?

You would probably need to:

- *Do some research to ascertain the cruise industry's needs and trends*
- *Talk with some of the people already doing business with the cruise industry in order to gain insights on doing business with the industry*
- *Develop a comprehensive business plan detailing your proposed business*
- *Formulate a business proposal to present to the cruise lines*
- *Establish contacts and make arrangements to meet with executives from the cruise lines...*

The **FCCA Caribbean Cruise Conference & Trade Show** is the one and only place where you can meet with key industry players, analyze industry trends, discuss current issues and establish/foster relationships with the cruise executives from the FCCA Member Lines.

Of course, if you are doing business with the cruise industry, you already know this and are making plans to attend this year's event in **St. Maarten... October 7-10, 2003.**

However if you have never attended the annual FCCA Conference, or have not had an opportunity to participate in recent years, please consider that the Conference is structured to facilitate interaction among cruise industry partners, address topics of mutual interest, create business opportunities and develop additional ways to work together. This forum, the only one of its kind, is an

information and idea exchange organized in a way to enable participants to establish and develop business/social relationships with cruise executives from the FCCA Member Lines - who are committed to work with you!

This year's Conference will offer eight stimulating roundtable discussions (*workshops*) led by an impressive roster of industry experts. These workshops represent the spirit of mutual understanding, joint problem solving and collaboration to create a win-win situation for all.

Topics that will shape the roundtable discussions include:

1. *New Tour Operator Guidelines/Tour Operator Insurance Program*
2. *The Welcoming Experience in Your Destination*
3. *Environmental Challenges... A Pro-Active Approach*
4. *Port Security*
5. *Children's Programs*
6. *Family Marketing*
7. *Marketing Your Destination – Cruise Line Marketing of the Caribbean Today*
8. *Converting Cruise Passengers to Land-Based Vacationers*



Probably the most popular feature of the event, however, is the opportunity for networking. And there will be plenty of occasions to do just that throughout the Conference's four-day run. From the **Business Card Exchange**, which is slated to be held at the MAHO Beach Resort's Casino Royale, to a fabulous **St. Maarten Night Extravaganza** at their state-of-the-art Port... there is no better way to establish and foster valuable business/social relationships. All in all, there will be nearly two dozen organized opportunities to network with other prominent industry players and cruise executives.

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As in years past, the event will be anchored by the **Trade Show**; the perfect vehicle to introduce your product, showcase your service or promote your destination to the Member Lines of the FCCA. This year's exhibition will literally be the centerpiece of the entire event with workshops, one-on-one meetings and most meal functions being held in and around the Trade Show.

In addition, the informal break-out sessions (**one-on-one meetings**) will be expanded and modified to ensure maximum benefit for Conference delegates. The informal breakouts enable delegates to meet with some of the industry's top cruise executives on a one-on-one basis in order to discuss their product, service or destination and learn first-hand what it is that they have to do in order to:

- Break into the cruise industry
- Further establish themselves in the industry

- Increase their share of cruise business...

The **Caribbean Region** is the premier destination for the cruise industry; accounting for nearly 50 percent share, the largest share, of the international cruise industry's market. The FCCA Member Lines account for more than 90 percent of the total cruise vessels and cruise berths sailing to the Caribbean. These statistics underline the need for establishing and maintaining cooperative linkages between the cruise lines and our cruise industry partners, old and new.

The challenges are great, but the opportunities are greater. The time is now to further our efforts to increase communication and forge stronger relationships as we commit to work together... **Together We Are Strong!**



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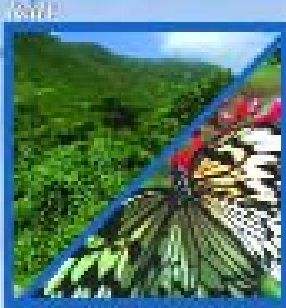
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Sint Maarten

St. Maarten

Nets 1,000,000th Cruise Passenger & Economic Benefits Galore!

St. Maarten has shown incredible growth over the last seven/eight years; reaching the magic number of one million cruise passengers in 2002. In 1995 a 'mere' 544,260 passengers and 490 cruise ships visited St. Maarten. As recently as 1999 St. Maarten's numbers were relatively modest with 622,590 cruise passengers and 370 cruise ship visits. 2002, on the other hand, was undeniably a banner year as 1,067,850 cruise passengers and 550 cruise ships called on St. Maarten.

Let's take a closer look at these numbers; St. Maarten experienced 96% growth in cruise passenger from 1995 through 2002. This growth, however, is even more impressive when you consider that the growth rate from 1999 through 2002 was 72%.

Another point to consider is the fact that cruise ship visits in 1999 were down approximately 25% from 1995, even though there was an increase in cruise passengers of nearly 15% over the same period. In 2002 there were 550 cruise ship calls, representing an increase of only 12% since 1995 – nevertheless, the number of cruise passenger travelling on these same ships over this period increased by 96%.

Obviously cruise ships have become much larger over the last few years, which accounts for the disparity in the cruise passenger to cruise ship numbers. Consequently, this point clearly demonstrates that you do not necessary need more cruise ships in order to experience substantial growth in cruise passengers. And after all, the important numbers to consider are cruise ship passengers and crew, these are the numbers that are going to provide the true economic impact/benefit to any destination.

The PricewaterhouseCoopers "Economic Impact Analysis" released in July 2001 revealed that on average cruise passengers spent a total of \$103.83 (US dollars) and crewmembers spent \$72.06 (US dollars) at each port of call.

St. Maarten Economic Impact Analysis Passenger & Crewmember Spending, 1995 vs. 2002

	1995		2002	
	Pax & Crew	Spending	Pax & Crew	Spending
Passengers (@ \$103.83)*	544,260	\$56,510,516	1,067,850	\$110,874,866
Crewmembers (@ \$72.06)*	217,704	15,687,750	427,140	30,779,708
TOTALS	761,964	\$72,198,266	1,494,990	\$141,654,574

*PricewaterhouseCoopers - 2001 Study

The Economic Impact Analysis chart above details the fact that according to the PricewaterhouseCoopers Study total expenditures in 1995 were a 'mere' \$72,198,266 (US dollars) compared to \$141,654,574 (US dollars) in 2002. That's a 96% increase in cruise passenger and crewmember expenditures from 1995 to 2002. In other words, over this relatively short period of time, St. Maarten's yearly economic benefit increased by approximately \$70,000,000 (US dollars).

In 2003 St. Maarten's growth is predicted to continue at a rapid pace, as cruise passenger numbers are projected to reach one million two hundred thousand (1,200,000). This growth could translate to as much as \$20,000,000 (US dollars) in additional expenditure over the record setting 2002 numbers. That is to say, **in 2003 St. Maarten could reap an economic benefit from passenger and crewmember spending of as much as \$160,000,000 (US dollars)...**

And let's not forget that 86% of those cruise passengers have indicated that they are likely to return to 'St. Maarten' as a land-based vacationer!

St. Maarten's Hard Work Pays-Off With Highly Visible Benefits

Written by: Juliet Gill

There are just some places that resonate with every type of passenger, and St. Maarten has proven itself to be one of those. After all, notching up one million visitors in a year can cover a lot of demographics. High-end, "been there, done that" type jet setters want to go back and do it again in St. Maarten. Families love it because of the endless array of activities and cultures all in one place. Couples can't get over the gorgeous views and romantic beaches. But bringing passengers to the island there took decades of discussion, development and investment; hard work which today has paid off in the form of highly visible benefits.



Kaare Bakke (left), Norwegian Cruise Line and Commissioner Theo Heyliger (right), St. Maarten, acknowledge one millionth cruise passenger.

increases in the number of ships calling, and therefore the number of visitors. This year, we're going to be even busier, and we expect this growth to continue."

The island's efforts have paid off in a big way, winning praise from island officials and cruise executives alike. "We were impressed with the ability of St. Maarten to absorb increasing numbers of

cruise ships and cruise ship passengers, while at the same time improving the product," agrees Steve Nielsen, vice president, Caribbean and Atlantic shore operations, Princess Cruises.

Others are equally as optimistic. "We expect to increase to at least 1,150,000 visitors in 2003," agrees Leo Chance, managing director, SEL Maduro & Sons and past chairman of the St. Maarten Port Authority (SMPA) Supervisory Board, noting that continued product investment is key to development. "In close cooperation with the FCCA and the individual member lines, we are trying to get more ships in town during the low- and



One millionth cruise passenger celebration in St. Maarten.

mid-seasons. Further, we are improving our services like bunkering; a further extension of the cruise pier to accommodate four mega-ships at the same time; and creating a better awareness on the island to promote the cruise industry. This is not only relevant for the shop owners, but for supportive services like tour operators, day trips and other entertainment." Chance notes other governmental improvements to the Philipsburg area such as a new marketplace and boulevard.

What's Next

The future looks rosy for the island, and officials are happy to share their optimism. "Over the next five years, I see strong growth in all areas of the tourism industry of St. Maarten," says Rommel Charles, managing director of SMPA. "The SMPA has already begun to prepare for this growth. The addition to our existing cruise facilities is almost completed." He adds that "cargo business is one of the areas that hold potential for economic diversification. SMPA's new cargo facilities that form part of the new harbor

complex, was built with this in mind. Already these facilities are being used as a mini cargo transportation hub, serving the neighboring islands. At the present time, much effort is being made to stimulate growth in this direction.”

Top industry officials also expect these trends to continue.

“If St. Maarten keeps up the service levels, and keeps the pricing and cost of visiting where it is now, their business is only going to grow,” says Matthew Sams, vice president of Caribbean relations for Holland America Line. “They have been vastly improving over the past five years. If they can keep the costs down, and the product and passenger level of satisfaction high, they’ll do very well.”

Improvement is definitely in the works. Charles notes that further development “will be facilitated by the ongoing expansion of the Princess Juliana airport [along with] the expected addition to the stock of available rooms for hotel and time share visits, the constant effort to expand the range of St. Maarten’s destination products (e.g. new tours), all augur well for a successful future.”

How else can St. Maarten improve on a good thing?

First, Chance says, “we should continue to invest in this product, and we should start with offering home-porting to the mid-size vessels.” He mentions other ongoing support development, such as “improving the airport facilities and increasing the number of rooms, so we are getting ready for the next phase. At the Port premises, we have reserved already some space for the necessary constructions to support any future home-porting. And we are already working on the improvement of our infrastructure, for instance a second road to Phillipsburg.”

Strategic partnerships are key, Chance notes. “In the next few years, we should continue to improve the communications between the FCCA and its individual member lines, and the St. Maarten cruise industry. We would like to further work out the concept of a cruise platform in which the various stakeholders are represented, including the tourist association and government representatives.”

St. Maarten on Display

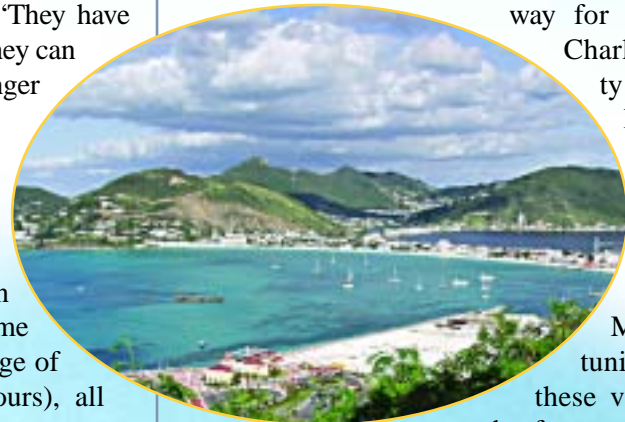
To celebrate its success, St. Maarten is playing host to the *10th Annual FCCA Caribbean Cruise Conference & Trade Show, to be held Oct. 7-10, 2003*. Major industry players will be perusing the island, as will others who might not be familiar with the industry’s newest heavy hitter. “St. Maarten can benefit from the Conference by grasping the opportunity to expose the attractiveness of St. Maarten to such a gathering of high profile visitors who have the ability to influence a very wide market in a very positive way for St. Maarten,” agrees Charles. “Every opportunity should be given to our local business and budding business community to make contacts that can foster new business for both parties. St. Maarten has the opportunity to convert each of these visitors into an ambassador for our island.”

“Every opportunity should be given to our local business and budding business community to make contacts that can foster new business for both parties. St. Maarten has the opportunity to convert each of these visitors into an ambassador for our island.”

The Conference presents industry members with opportunities to reinforce existing relationships and find new markets. “It certainly is a showcase for us,” agrees Jonker. “There will be lots of executives who already know the island, plus a lot of people who have never been here, and might not know what we have to offer.”

“We would like to demonstrate that as an island, we are able to handle large groups of visitors,” remarks Chance. “We would like to improve the contact with the local business community, and create new relations. This event should contribute to the awareness process; showcasing the fact that the cruise industry is a very important pillar for the St. Maarten economy.”

From its sleepy start in the 1950s to a position today as one of the Caribbean’s most vibrant cruise destinations, St. Maarten invites everyone to come enjoy a good thing in October at the FCCA Conference. ♪



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The Cayman Islands & FCCA

Sign Long-Term Operating/Partnership Agreement

By: *Steven A. Nielsen, VP, Caribbean & Atlantic Shore Operations - Princess Cruises
Chairman, FCCA Operations & Shore Excursions Committees*

Sustainable profitability and long term growth are two of the key elements of a successful and enduring business partnership. Both partners must contribute to the business in order that they can share the benefits on the same scale as they share the risks.

The cruise industry's contribution to its partnership with the Caribbean is in its ever growing investment in ships and marketing of the destinations. The Caribbean's contribution lies in its attraction as a vacation destination and its infrastructure to accommodate cruise tourism.

Without the ships and the cruise industry's ability to market the destinations, the Caribbean's tourism would shrink by 45%. Without the Caribbean's natural attraction as a cruise destination and the infrastructure to properly accommodate the ships and passengers, the cruise industry's business would decline by 49%.

One could argue that without the cruise industry, the stay over business would increase by that amount and without the Caribbean, the cruise industry would be just as successful cruising in other equally attractive parts of the world. The fact of the matter is that the Caribbean is attractive both as a stay over destination and as a cruise destination. The cruise industry is successful in growing that market through its strength in marketing the destination and its financial ability to reinvest its profits in new ships to continue to grow tourism to the Caribbean.

In order to share in the benefits of this growth, most destinations desperately need to address their infrastructure both in their ports as well as upland. There are a couple of ways this can be accomplished, by investing some of the income currently derived from the cruise industry in the form of port charges or passenger taxes, or by increasing the port charges or passenger taxes. The problem with the former is the potential impact on the destination's budget if it diverts some of its existing income into port expansion, particularly given the current economic challenges most countries are already faced with. The problem with the latter is the uncertainty of its impact on the



"I am very proud to have cultivated such a cordial relationship with the FCCA that has, among other things, facilitated this Agreement, which will result in this joint venture between the Cayman Islands and the FCCA. We must continue to ensure that there is prudent management of our cruise tourism industry and the new facilities that will be constructed through this Agreement is certainly an important component of this management structure. I look forward to further mutually beneficial arrangements with the FCCA in the future."

Hon. W. McKeeva Bush, OBE, JP (front row center)

business. The cruise industry is no different than any other business. Increasing costs place pressure on prices which impacts the number of people willing or able to take a cruise.

A third option is a Long Term Operating Agreement between the destination and the cruise industry. A Long Term Operating Agreement that requires the cruise industry to commit to an agreed upon rate of growth to the destination and requires the destination to commit to an agreed upon cost structure is a win-win for both parties. With such an Agreement, the destination can obtain financing to pay for the improvements and know that the income stream to pay off the loan is guaranteed. The cruise industry can properly plan its growth,

knowing what its costs will be well in advance.

Several destinations have entered into such Agreements with the cruise industry through the FCCA. The FCCA has signed Long Term Operating Agreements with several key destinations. Notably, the U.S. Virgin Islands and Panama, two of the fastest growing cruise destinations, and most recently the Cayman Islands signed a 15 year Agreement with the FCCA.

The Cayman Islands has benefited from substantial growth, due in large part to its attractiveness as a cruise destination. The natural beauty of the Cayman Islands and its people make it one of the world's premier vacation destinations. Its proximity to Central America and Mexico make it a natural fit in most cruise itineraries calling at two of the fastest growing cruise destinations.

By investing in its port expansion and related upland improvements, Grand Cayman will be able to not only accommodate that growth but at the same time improve the impact that growth will have on its local citizenry and their lives.

This latest Agreement with the Cayman Islands is a true example of how the cruise industry, through the FCCA, and its partners are able to work together in a true partnership for their mutual benefit and ultimately to provide the best vacation experience our guests. 🇧🇲

“How to Market Your Port”

State of the Art Approaches by Several Innovative Ports

By: **John F. Tercek**, *Vice President, Commercial Development - Royal Caribbean Cruises Ltd.*



A new theme was explored by a panel at the Florida-Caribbean Cruise Association (FCCA) annual convention in Cancun in October, 2002. Five prominent Port representatives joined **John Tercek**, Vice President of Commercial Development, Royal Caribbean Cruises Ltd., to discuss their innovative approaches to “marketing” their ports to cruise lines and customers.

The panel participants ranged from one of the oldest and most established cruise destinations, San Juan, Puerto Rico, to one of the newest “wannabee” cruise destinations, Gulf Port, Mississippi. The participants included “General” Al Hopkins, Gulfport Chairman; Melissa Grimm, Director, Port of Philadelphia; Milton Segarra, President, Puerto Rico Tourism Company; Cameron Fraser, Principal, Antigua Ports Company; and Gina Rathbun, Marketing Director, Tampa Ports Authority.

The standing room only audience enjoyed learning from examples presented by these experts in the many innovative ways to promote ports. This article will summarize the key points and recommendations made by the panelists.

The Cruise Lines spend extensively on marketing, but it is primarily brand support advertising encouraging the traveling public (and the travel agent) to select the brand. For example, Carnival promotes itself as the “Fun Ships.” Royal Caribbean promotes its association with adventurous travel with its “Get Out There” campaign. Norwegian distinguishes itself by promoting “Freestyle Cruising.” The cruise lines conduct television ads which generally focus on the brand. Print ads in local newspapers generally are “co-op” advertising coordinated with local travel agencies that promote sailing on that brand, with a huge emphasis on Price.

Cruise line collateral marketing materials vary, but tend to emphasize technical details of the ships and technical itinerary descriptions. There is, however, information in the brochures, and in advertisements, about the destinations and homeports. While somewhat limited, this information serves as a marketing tool for cruise destinations.

Most Caribbean destinations conduct a variety of tourism marketing campaigns, generally reflecting their “self image” and the size of their marketing budget. The primary marketing vehicles for most destinations are print campaigns in travel magazines. U.S. markets television advertising is generally too costly for the destinations.

In their direct marketing to the cruise lines, most destinations do a good job of explaining to the cruise lines the benefits and attractions of their locality, and the technical infrastructure of the ports. To date, few ports have advanced to a more sophisticated level of creative marketing approaches to persuade the cruise lines to bring more passengers. The cruise lines are in the business of “taking our guests where they think they want to go.” In the future, the destinations will increasingly participate in the activity of making prospective cruise customers want to select that particular destination and itinerary.

THE FIVE PORT PARTICIPANTS EACH OUTLINED HOW THEY ARE MOVING INTO THIS NEXT ERA OF DESTINATION MARKETING:

Al Hopkins, Gulfport Mississippi

“Savvy Educational Efforts to Gain Support of the Community and the Cruise Lines”

Gulfport is a major tourist destination on the Gulf of Mexico, near Biloxi, Mississippi. Gulfport today has 20,000 hotel rooms, 15 casinos and receives over 20 million visitors, who arrive primarily via automobile. A deep-water port, Gulfport set its sights on attracting the cruise industry some four years ago. The first step the port took was an “Educational Campaign”, intended to inform the local population, the local, state and regional governmental bodies, the owners and operators of hotels, casinos and other tourist attractions, about the positive economic and promotional benefits that could result from a cruise ship operating out of Gulfport.

After several years of effort, the many community “stakeholders” in the region came to support the initiative and a



regional "Cruise Committee" was formed. Under Al's leadership, The Committee gathered together extensive materials and statistics to indicate the potential for success for a cruise ship operating out of Gulfport. Working with the FCCA, the Committee hosted key cruise executives for a "Cruise Day" in 2002, with over 200 local participants ranging from the Governor's Office to the local Gulfport Chamber of Commerce in attendance, to demonstrate the support of the state and community for cruising, and to "educate" the cruise lines about the potential business opportunity. Although no ships have yet been assigned to Gulfport, it is a certainty that these efforts to educate the cruise lines about the many attractions of the locale and the enthusiastic support of the community have caused Gulfport to swing from being an unknown port to being

included in the internal itinerary planning discussions of all the major cruise lines.



Postscript: In 2003, Gulfport received its first homeport ship, the *Carnival Conquest*. This was something of an "emergency" call, due to the temporary issue of a low-hanging power line over the Mississippi River blocking the *Conquest's* access to New Orleans. Regardless of the reason, Gulfport had positioned itself well for this emergency visit by its thorough preparation for cruise visits and its educational efforts to the cruise lines that they could successfully operate from Gulfport. Apparently the Carnival emergency visits have been a success and Carnival's passenger response about Gulfport has been positive.

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both travel professionals and consumers, is in its third year. The campaign also promotes Orlando's Fun Port as closer to the drive market for 2, 3, 4 and 7 day cruises.

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

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



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Melissa Grimm, Philadelphia Ports Authority

“Dynamic Promotional Efforts make it Easier for Cruise Lines to say Yes”

Philadelphia Ports Authority, is a “fledging” cruise port that received its first major line call as recently as September 2001 as an emergency relocation from NYC after the events of 9/11. In 2002, Philly started to enjoy regular ship calls and expects cruise traffic to steadily increase. Despite its limited history in the cruise business, Philadelphia Ports Authority has approached cruise marketing in a very sophisticated manner. PPA joined FCCA as a platinum member to establish regular links and contacts with key cruise executives. PPA conducted analysis and surveys to package and present relevant information to the cruise lines, including population demographic statistics, drive and fly-in traffic volumes, surveys indicating interest in cruising and many other facts and statistics.

PPA has worked with local tour operators to create pre and post tour packages for cruise lines to consider promoting to their guests, to enjoy Philly as part of the cruise vacation experience.

Compared to many ports that have much more cruise volume, PPA has created a dynamic themed marketing campaign, “Cruise Philly” pitching the idea of cruising from Philadelphia homeport to cruise lines, travel agents and the general public. For example, mailing inserts are included in the monthly bills of the 100,000 + commuters who pay their bridge tolls monthly; an affiliate of the PPA operates the toll-booth system.

Currently, Bermuda is the primary destination of a Philadelphia based ship. PPA has taken the initiative to join the Bermuda Chamber of Commerce and the Bermuda Department of Tourism to begin joint marketing and product development campaigns to promote this itinerary.

Postscript: In a pattern similar to Gulfport, Philadelphia was well prepared to handle its first ships, which came as an Emergency repositioning. Because that business was handled so well and because of the comprehensive marketing initiatives, Philly will gradually become an increasingly significant port, enjoying an annually increasing number of calls, with ships from Celebrity and Carnival brands sailing to Bermuda on a regular basis from Philly this summer.

Cameron Fraser, Antigua Port Company

“You can do a lot of Marketing with a Small Budget Creatively Applied”

In comparison to Gulfport, which has been seeking its first cruise visit, and Philadelphia, which was seeking to obtain more recurring cruise calls, Antigua has been looking on how to increase its significant, but somewhat flat cruise volume. Antigua receives about 500,000 annual cruise visitors, placing it in the middle of the pack of the Caribbean ports, with strong mid-week winter season visits, but very slow summer season business.



Having successfully completed the dredging of the harbor of St. John to technically accommodate all classes of Azipod-powered ships, and doubling port capacity by developing a new cruise dock, the Antigua Port Company has turned its sights on marketing the port to fill the new capacity.

As two of the earliest members of the FCCA Platinum Membership, Cameron Fraser and his brother, Ian, have taken advantage of the opportunities at Platinum events to interface with cruise executives. They have utilized this platform to brainstorm with cruise line executives about ways to increase cruise traffic to Antigua. They continually demonstrate the commitment of the government as well as the private sector to nurturing cruise visitor growth through their regular meetings together with key Antigua government officials to the offices of the cruise lines and the FCCA.

Faced with a modest marketing budget for this small island community, the Antigua Port Company has emphasized low-cost internet marketing and CD-ROM distributions to visitors to promote the merits of their destination. They have supported their investment in new port infrastructure with marketing and public relations to get the message to a targeted audience.

Postscript: The focused marketing initiatives of the Antigua Port Company appear to be bearing fruit as cruise traffic is beginning to increase this year after several flat years.



Milton Segarra, President, Puerto Rico Tourism Company
“Better Industry Communications Can Improve the Visitor Experience and Increase Visitor Spending”

Compared to Gulfport or Philadelphia, the Port of San Juan has historically been blessed with a multitude of cruise visitors year round, both as transit passengers and homeport/turnaround passengers. However, in recent years, Puerto Rico experienced decreases in annual cruise ship calls as the port infrastructure deteriorated, the product grew stale and Puerto Rico’s marketing campaigns ignored cruise tourism.

Milton Segarra, who has been in the hotel side of the Puerto Rican tourism industry for most of his career, was appointed to be the head of the government’s tourism agency, the Puerto Rico Tourism Company, in 2001. He was the first head of PRTC in many years to visit SeaTrade in March 2002, and made special efforts to reach out to the cruise industry. Under his leadership, Puerto Rico acknowledged the unwavering support of the cruise industry to Puerto Rico during the dark days of tourism following 9/11. Milton demonstrated Puerto Rico’s support by unilaterally reducing port fees for one year after 9/11, then he resolved ongoing port tar-

iff uncertainties by gaining government approval of a multi year extension of the expiring tariff incentive formula.

Milton created the Cruise Ship Industry Task Force to address related issues in a business-like manner. The Task Force includes the Old San Juan Merchants Association, the Port Authority, the Puerto Rico Hotel & Tourism Association, the City of San Juan, representatives of each of the major cruise lines and the FCCA. During 2002, Milton hosted a series of workshops with the FCCA to better understand the issues the industry faced in Puerto Rico and what measures could be taken to improve the experience of cruise visitors in San Juan, considering both transit and homeport visitors.

Puerto Rico enjoys nearly 2 million cruise visitors annually, split somewhat evenly between transit and homeport. The workshops identified the common complaints of local merchants and hoteliers about the minimum spending patterns of cruise visitors. As a result, in the past year, PRTC worked with the cruise lines to help demonstrate to the Puerto Rican government, hoteliers and shopkeepers about the positive economic impact that cruise visitors made, but also to bring to their attention how average passenger spend



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 hang 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. 2002, 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.



Address: P.O. Box 889
 Pensacola, Florida 32594-0889
 Tel/Fax: 850-438-5070/850-438-5076
 Web: www.portpensacola.com
 Primary Contact: Chuck Porter, Port Director
 cporter@portpensacola.com
 Secondary Contact: Amy Miller, Business & Trade
 Development Manager
 amiller@portpensacola.com



in San Juan had decreased in recent years and initiatives that could be taken to turn around the decline.

Examples of the types of issues that were identified in the workshops were the poor ambiance in the waterfront area near the ships, the early closing times of shops in Old San Juan, and the very high cost of San Juan hotel rooms.

PRTC has identified several programs to improve the relationships between the cruise lines, guests and local businesses, with the goal of improving the visitor experience, spreading positive word of mouth promotion of Puerto Rico as a tourism destination, and improving turnover of local tourism businesses. For example, Puerto Rico now greets transit visitors at Pier 4 with a troop of local folkloric singers and dancers, celebrating the colorful culture and history of Puerto Rico. Similar programs are being developed to greet visitors at San Juan Airport. A plan to upgrade the waterfront area has been included in the planned redevelopment of Pier 3 on the Old San Juan waterfront. Another example, PRTC posts the precise arrival and departure times of the cruise ships in several different venues to better inform merchants which days to keep their shops open late for certain ships with late afternoon arrival times. In addition, PRTC identified a number of hotels to participate in a special pricing program to bring down room rates for homeporting cruise visitors. PRTC produced a promotional video of Puerto Rico's attractions that it distributed to the cruise lines for their in-cabin video systems.

Yet another government initiative was achieved recently when Royal Caribbean agreed to annually purchase over \$1 million of locally sourced food products for its ships.

Segarra indicated that these were just the first efforts of a broader campaign to promote the port of San Juan as a cruise destination. His initiatives to engage the cruise lines through the FCCA is improving the relationship between the lines and the destination and is likely to result in increased cruise traffic and cruise passenger spending in Puerto Rico.

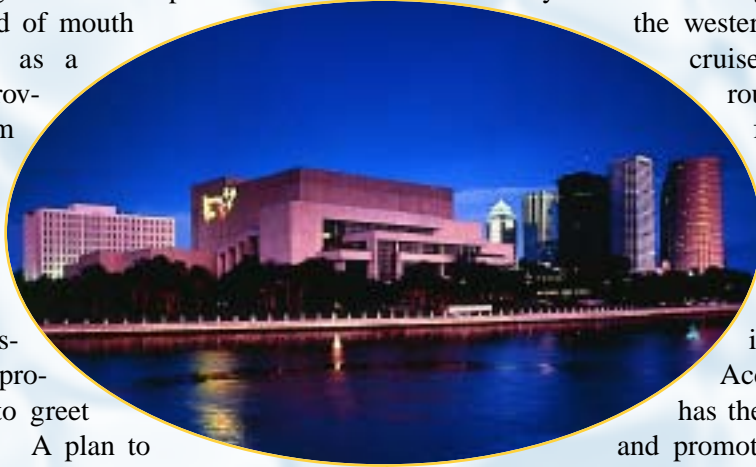
Postscript: In early 2003, Milton was promoted to Minister of Finance by the Governor, in recognition of his successful initiatives in the tourism sector. Also, the Port Director, Jose Baquero, is resigning his position for a new opportunity in

the US with the TSA. The FCCA hopes that their replacements will be as attentive to the needs of the cruise industry and will continue the excellent programs that these gentlemen initiated.

Gina Rathbun, Tampa Port Authority

“Regional Cooperative Promotional Efforts Achieve Success for all Participants”

Tampa's cruise business has been growing steadily in recent years as it offers good airlift and accessibility to the western Caribbean. Several major cruise lines base ships in Tampa year round. Pax volume has grown from 250,000 in 1998 to 750,000 in 2003. The Tampa Port Authority has not rested on its success, but has challenged itself to deliver a higher level of customer service to its client cruise lines. According to Gina, once your port has the traffic, your job of marketing and promoting to retain the business has just begun!



The Port of Tampa has been gradually redeveloped to encompass retail and entertainment facilities for visitors in the area around the port. The Port Authority recognized that many visitors were unaware of these attractions and created programs to get the message out that Tampa should be considered “one of the best ports to visit on your cruise”, rather than merely the terminal where you embarked on your voyage.

The programs are evolving, but generally consist of forming ventures with interested businesses to jointly promote the message. Gina Rathbun, the marketing director of Tampa Port, has organized workshops consisting of marketing executives from her client cruise lines together with the Tampa Convention and Visitors Bureau, and representatives of all the major tourist attractions in the region and major businesses. These workshops led to a relationship with the Tampa Tribune to create a special newspaper style insert “Cruisin’ Tampa” including both editorial and advertisements describing the attractions and tourism venues of Tampa. She then approached Celebrity Cruises to consider to include the insert in its ticket packet that was sent prior to the cruise to each customer.

The newspaper insert has led to Tampa port placing several pages of local promotional advertising in the back of each ticket book that Celebrity prints and distributes for its Tampa



originating cruises. Local hotels, restaurants and merchants now have a vehicle for promoting their businesses to prospective clients who are definitely coming through Tampa to board the cruise ship.

The program has only just started in 2003, but Gina believes the preliminary results are very positive and could be duplicated in other homeport cities. She observes the challenge is for the leadership of the Port Authority to look beyond its primary business of managing and maintaining the infrastructure of the port facilities. A forward looking Port Authority should work pro-actively with regional businesses, Convention Bureaus, government and community leaders, and other interested parties to jointly promote the region and its amenities in an organized manner to the cruise lines and their guests.

Postscript: Gina's first efforts at the cruise line marketing program this season met with success and Tampa Port is gearing up to expand the program in 2003/4.

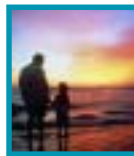
SUMMARY

These five examples of the marketing efforts of five different ports illustrate the range of activities that can be undertaken to promote cruise ship visits. All five ports made extensive efforts to gather together a range of likely beneficiaries in the community to participate in the process. All of these five port authorities looked beyond the mere implementation of infrastructure and have tried to identify programs and tools to address the broader needs of the cruise lines. Each has brought the cruise lines into a collaborative effort to market their ports and promote cruise itineraries that include these ports.

Each of the programs has achieved some success to date, by seeing real increases in visitations. More importantly, these ports have creatively drawn the cruise lines into a collaborative marketing process, and those ongoing dialogues and interactions will reap benefits for these ports and the cruise lines for years to come.



The Florida Aquarium



Gulf Beaches



Busch Gardens



Performing Arts Center



Universal Studios

One Hot Spot!



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

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

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

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

— an urban entertainment complex with movie 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.

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

To learn more about all we have to offer, call 800-741-2297 or 813-905-PORT. And remember, although tourism in Tampa Bay is really heating up, we think you'll find we're actually a pretty cool place.



TAMPA PORT AUTHORITY

St. Vincent & The Grenadines

SMILE Their Way to Good Customer Service

St. Vincent is a beautiful Island with lush tropical mountains with a lot to offer to any traveler. The travel industry in St. Vincent takes pride in providing excellent customer service to each visitor. Therefore, it is fitting that the FCCA kicked off its Customer Service workshops for 2003 in **St. Vincent & The Grenadines**.

The service personnel, who attended the workshops, were eager to learn all they could about customer service. Some conveyed their frustration: *"I've been waiting for workshops like these for sometime now, thank you FCCA,"* Walcott Maywood, Taxi Driver. A big topic of discussion centered on the 'meet & greet' aspect of customer service, as attendees had many questions on how they could improve greeting their customers.

Greeting a customer is in fact the most important aspect of delivering customer service. The first 10 seconds is the most important time you will spend with a guest. It's so simple, yet it is often overlooked or done improperly. *"Greeting my guest right is so important to me. I want to make them feel at home because if I make them feel at ease, they are more willing to give me a bigger tip,"* stated Jeffrey Kirby, Taxi Driver.



There are five simple ways to make a good first impression:

1. *Smile*
2. *Look the person in the eye*
3. *Speak first*
4. *Cheerful tone*
5. *Be Positive!*

By using this simple formula any guest will feel at home in your destination. It's the simplest things that make a guest feel welcome. *"I like using my guests names, I feel it makes their travel more personal, I'm always cheerful and positive because I know that the visitors to my country are good for the economy,"* said Dexter Brown, Taxi Driver.



Keeping your guest happy is always good for a destination's economy, and the more we understand about what a guest expects, the better we can serve them. The FCCA workshops are designed to help Caribbean destinations become better informed about a cruise passenger's expectations, and the problems that may be encountered with these travelers.

The most important thing to remember is that you are an ambassador of goodwill for your destination. All it takes to get off on the right foot toward good customer service is a SMILE! ☺

For more information, or to schedule training in your destination, contact Adam Ceserano, FCCA's Manager of Marketing and Training via e-mail at adam@f-cca.com or by Telephone (954) 441-8881.

St. Maarten Training... Cruise Passengers Equals Profits

The Florida-Caribbean Cruise Association, with cooperation with the St. Maarten Tourist Board, successfully presented the FCCA's **Caribbean Taxi Pride** and **Service Excellence** workshops on August 4, 2003. The primary objective of these workshops is to convey one fundamental theme to taxi drivers and other front line customer service personnel - "*The Difference is You!*"

That is to say, service providers are on the front lines; they make the biggest difference when it comes to bringing tourist back to their destination. All service personnel must give 100% of themselves when servicing a tourist, no tourist must ever leave their island feeling that their experience did not live up to their expectations. That's what good customer service is, meeting and surpassing a customer's expectations.

Good customer service is so easy to accomplish that it's often overlooked. There are a few simple points, of what to do and not to do, which can dramatically improve tourism in a destination. The fact is that a good first impression can make or break a person's perception of their stay on your island. St. Maarten knows this to be true and are taking steps to improve their customer service awareness. A destination must grow in



order to survive in today's tourism environment. With so much competition for tourists these days, you can not afford to lose a customer.

If a customer has a bad experience on your island, studies show that they remember that experience and tell at least 20 people, while good experiences are only shared with about 5 people. What does this say to you? The message is clear; your destination cannot afford to fall short when it comes to customer service.



Members of the St. Maarten Taxi Association meet with FCCA Staff.


Tourist must be treated as if they were guests in your own home. If we treat travelers as if they were guests in our house, do you think that they would enjoy their experience? Do you think tourism might increase on your island? Do you think that businesses would make more money? The answer to all is an unequivocal YES!

There are a few basic things that you can do to improve your customer's skills, regardless of what business you are in. These simple welcoming tips can help you provide a better experience to your customers:

1. *Welcome them*
2. *Use their name*
3. *Take care of their needs*
4. *Thank them for their business*
5. *Invite them back.*

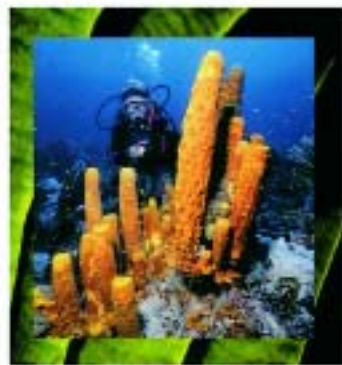
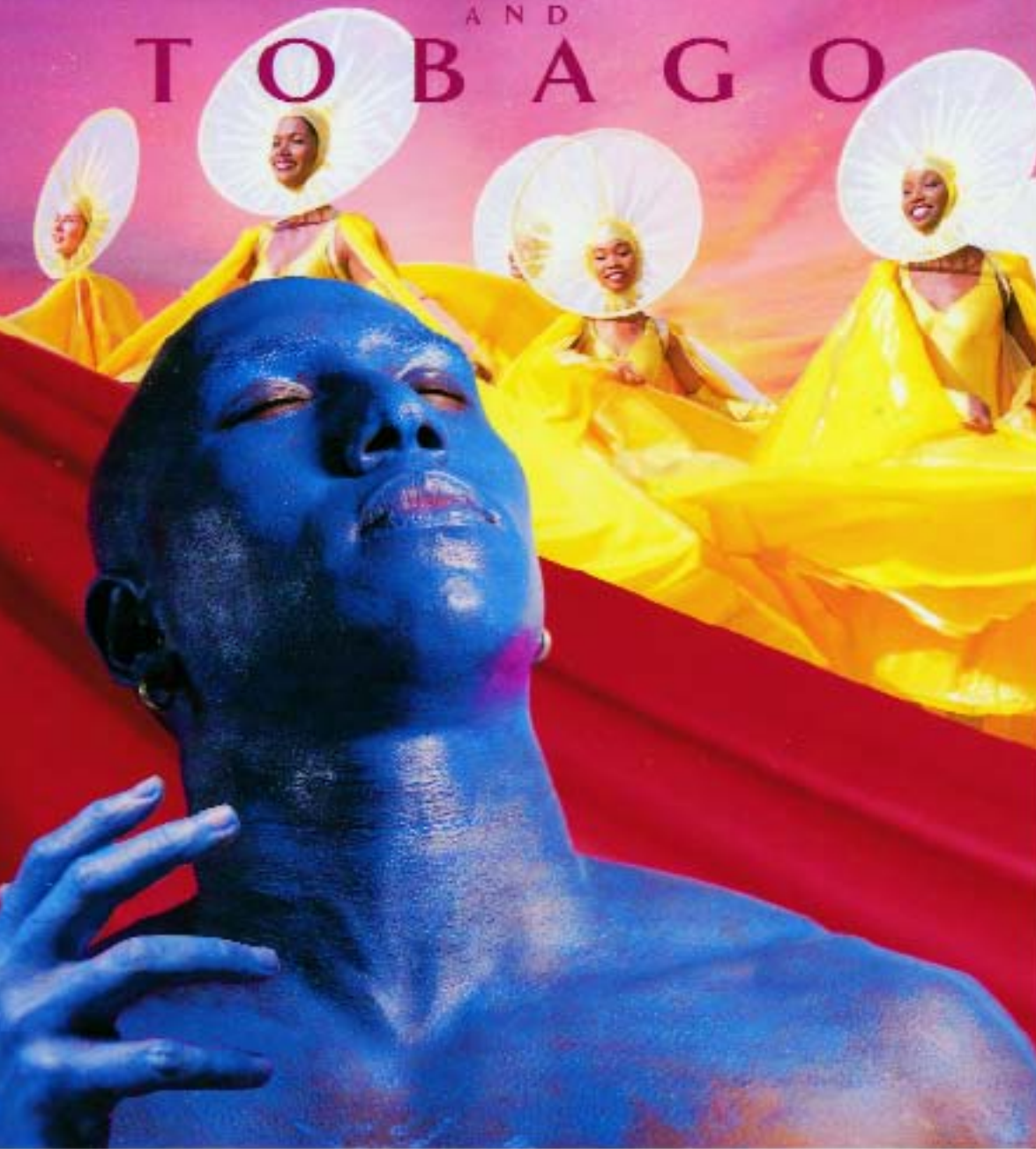
Following these five simple steps can go a long way in helping your destination achieve excellent customer service.

Every destination has to recognize the need to improve customer service in its frontline personnel, taxi cab drivers and other service providers. The St. Maarten Tourist Board understands that the future growth of their tourism business depends on the people who interact with tourists on an everyday basis. No destination can prosper without great customer service no matter what you location or attractions.

St. Maarten realizes that good customer service translates into more tourists... more tourist equals profits! 

D I S C O V E R

TRINIDAD AND TOBAGO



DISCOVER A PLACE LIKE NO OTHER...

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

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



TRINIDAD & TOBAGO

Trinidad & Tobago's Personal Touch, Clearly The Right Path To Increasing

Customer Service... What does that mean? At one time or another, we are all customers. We know when we are getting bad service. Think about it, can you remember a time when you received bad service or service that did not live up to your expectations? Did you ever go back to that establishment?

When a tourist comes to your destination, do you believe that they all leave having their expectations met? What would you say is the percentage of 'satisfied' customers? To what extent do you feel they were satisfied - enough for them to come back again?

Considering the fact that cruise passengers use their cruise to 'sample' the various Islands they visit, and that they only spend a limited amount of time in each port-of-call, destinations have a very limited amount of time to make a great first impression. Consequently, it's like a one shot deal, service providers are essentially under the gun to reach and hopefully surpass their customer's expectations, and that's where Trinidad & Tobago comes in.

The Florida-Caribbean Cruise Association presented their Customer Service workshops in Trinidad & Tobago between July 24th - 27th, with great success. There was an amazing turnout by the local shop owners, tour operators, taxi drivers and other service personnel on the Island. Participants want-



ed to learn more about servicing travelers and reaching all of their expectations. This is a destination that is going to do whatever it takes to make their guests feel welcomed during their stay and leave wanting to come back.

"Thanks to your workshops, I now know how to make all my customers feel like royalty. I also learned how to have a better attitude on a personal level. This is something that will come in handy when dealing with my family, friends and people I deal with on a day to day basis who sometimes drive me nuts," volunteered Kevin Steeple, World Famous Designer Artist.



With over 200 people attending the two workshops, *Caribbean Taxi Pride* and *Service Excellence/Cruise Passenger's Equal Profits*, the event was a great success. TIDCO and the Port Authority of Trinidad & Tobago organized a marvelous event that created a win-win situation for all. Service personnel are the goodwill ambassadors of a destination and can make or break a destination's reputation. With the competition to get travelers becoming fiercer each year, Trinidad & Tobago is clearly trying to do everything they can to insure that their customer service providers are the best that they can be.

Trinidad and Tobago knows it's the little things that count the most when dealing with customers, especially if you want them to come back:

- A smile
- A handshake
- A pleasant greeting
- Timely service
- Personal service...

That's the personal touch you feel in Trinidad and Tobago; that is what makes this Island so outstanding. Trinidad & Tobago is clearly on the right path to increasing tourism in the future. ♪

Go Cruisin' Around America's Most Historic Square Mile...

PHILADELPHIA
is a destination in itself!

The numbers tell the story. We already attract over 10 million overnight visitors annually. And, we have:

- 40,000 regional hotel rooms,
- \$2.4 billion in overnight tourism spending, and
- An airport serving 81 domestic and 18 international cities daily.

Capture the Market

If you want to capture more of the cruise market, what better place to start and end than The Port of Philadelphia and Camden.

More than six million people live in our region. More important, a quarter of the US population lives within a five hour drive of Philadelphia.

We're home to America's most historic square mile, including Independence Hall, the Liberty Bell and the Betsy Ross House. We also host two world-class art museums, a new state-of-the-art \$190 million performing arts center, and more than a dozen critically-acclaimed theatres.

Passengers love the easily accessible **Philadelphia Cruise Terminal at Pier 1**, a dedicated cruise facility. It's so impressive that it's on the National Register of Historic Places. And so stunning that it's a sought-after meeting and catering venue in its own right.

Minutes from the Airport, I-95, I-76, and Historic Old City

Best of all, it's just minutes from Philadelphia International Airport, I-95, and I-76. And it's the closest you can cruise to visit America's most historic square mile.

So, set sail from The Port of Philadelphia. And find out why one of the East Coast's most popular, affordable, and accessible tourist destinations should be on your itinerary.

For more information on the most historic point of departure, **The Philadelphia Cruise Terminal at Pier 1**, call **856-968-2048**.



Phone: (856) 968-2048 • Fax: (856) 968-2056 • e-mail: jcooney@drpa.org
One Port Center, 2 Riverside Drive • P.O. Box 1949 • Camden, NJ 08101

FCCA Platinum Associate Member Listing

Accessible Adventures
Agencia Consignataria del Sureste, S.A. de C.V.
American Enterprises Ltd./ Taj Mahal Shopping Center
Antigua Pier Group. Ltd.
Aruba Ports Authority
Atlantis Adventures
Bermello-Ajamil & Partners, Inc.
Bridgetown Cruise Terminals, Inc.
Canaveral Port Authority
Caribbean Cruise Shipping & Tours Ltd.
Chukka Cove Adventure Tours
City of Mobile
Corporacion de Costas Tropicales - Colon 2000
Cox & Company Limited
Cruise Ship Excursions Inc.
Cruise Solutions Belize Ltd.
Cruise Tourism Authority Aruba N.V.
Cruiseship Excursions
Curaçao Ports Authority
Dominica Port Authority
Dominican Republic Ministry of Tourism
Freeport Harbour Company
Fun Sun Inc.
Gee & Jenson Engineers-Architects-Planners
Guatemala Tourist Commission
Gussie Mae Limited
H.H.V. Whitchurch & Co., Ltd.
Harbor Fuel
Hutchinson Ports Mexico S.A. de C.V.
J. Thakurani Ltd. / Colors Duty Free Jewelers
Key Properties Ltd.
Mississippi State Port Authority
Nassau Cruises Ltd./Jacharic Holdings Ltd.
Nicaraguan Institute of Tourism
Nueva America Internacional
Onboard Media

Operadora Aviomar
Panama Canal Railway Company
Panama Ports Company
Panama Tourism Bureau (IPAT)
Pelicanos Tours S.A. de C.V.
Playasol Beach Adventure Park
Port Everglades
Port of Los Angeles
Port of Miami
Port of New Orleans
Port of Pensacola
Port of Philadelphia & Camden
Port of St. Petersburg
Puerto Costa Maya
Puerto de Cartagena
Puerto de la Mar, Margarita CA
Puerto de Maracaibo
Puerto Rico Tourism Company
Royal Marine Insurance Group
S.E.L. Maduro & Sons Inc.
SSA Mexico
St.Christopher Air & Sea Ports Authority
St. Maarten Ports Authority N.V.
St. Maarten Sightseeing Tours
St. Thomas Skyride/Tramcon Inc.
St.Vincent & The Grenadines Port Authority
Sunlink Tours / St. Lucia Representative Services, Ltd.
SXM Tender Services N.V. (Bobby's Marina)
Tall Ships
Tampa Port Authority
The West Indian Company Limited
Tour Coop of Puerto Rico
Tropical Adventures
Tropical Shipping
Virgin Islands Port Authority

FCCA Associate Member Listing

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A.PI. de Puerto Vallarta, S.A. de C.V.
A Walk in the Park
AAA Taxicab & Tour Services of the Caribbean, Inc.
Abanks Water Sports & Tours Ltd.
Abramson Enterprises, Inc.
Ace USA International
Acuario Tours
Administracion Portuaria Integral de Mazatlan, S.A. de C.V.
Administracion Portuaria Integral de Veracruz, S.A. de C.V.
Administracion Portuaria Intergral De Quintana Roo, S.A. de C.V.
Admiral Shipping Agency N.V.
Adventureland 4x4 Tours
Agencias Navieras B & R, S.A.
Amsterdam Sauer
Angostura Limited
Antigua Vacations Ltd.
Apparel & Textiles International
Appleton Estate Rum Tours
Aqua Clean Ships Caribe Inc.
Aqua Fenzy Kayaks
Aquasol Theme Park
Arctur Travel Ltd.
Ardastra Gardens, Zoo & Conservation Centre
Aruba Adventures
Aruba Aloe Balm N.V.
Aspen Air Certified
Atlas Tours Inc.
Bajarama de Mexico S.A. de C.V.
Barbados Dairy Industries, Ltd./Pine Hill Dairy
Barbados Golf Club
Barbados Port Authority
Barbados Tourism Authority
Barefoot Holidays St. Lucia Ltd.
Barwil Agencies N.A. Inc.
BEA International Inc.
Beach Safaris N.V.
Belitur Limited
Belize Tourism Board
Belize Tourism Village Limited
Belvedere's Sailing Tours
Best of Grenada Limited
Blackbeard's Cay Limited & Stingray Adventure
Blue Caribe Kayak

Blue Water Charters, N.V.
Bob Lynch Moving & Storage Inc.
Bob Soto's Reef Divers
Brennan Cruise Port Facilities
C. Femie & Co., S.A.
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Caliche Rain Forrest Park
CAMA Shipping
Cardow Jewelers
Caribbean Alliance Tourism Services Ltd.
Caribbean Coach Travel Inc.
Caribbean Duck Tours, N.V.
Caribbean Helicopters, Ltd.
Caribbean Maritime Institute
Caribbean Shipping Agencies Inc.
Caribbean Shipping Association
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Caribe Nautical Services, Inc.
Caribelle Batik (St. Kitts)
Carlisle Bay Centre
Carvalho's Agencies
Casa De Campo International Tourist Pier
Castillo Sightseeing Tours & Travel Services, Inc.
Caves of Barbados Limited
Cayman Islands Chamber of Commerce
Challenger's Transport Company Inc.
Clark Tours Guatemala
Conch Tour Train
Coordinacion de Servicios Maritimos
Coral Cliff Hotel & Entertainment Resort
Coral Island Tours
Coral World VI, Inc.
COREA & Co. (1988) Ltd.
Courtesy Taxi Co-operative Society Ltd.
Croydon In the Mountains Plantation Tour
Cruise Business Review
Cruise Plus Services and Sales
Curacao Oil N.V. (Curol N.V.)
Curaçao Sea Aquarium
Dacosta Mannings, Inc.
De Palm Tours
Delisle Walwyn & Co. Ltd/Kantours
Destination Management Chile S.A.

Diners Club International
DOKA Estate Coffee Plantation
Dolphin Cove Limited
Dolphin Discovery
Dolphin Encounters
Dominica Export Import Agency (DEXIA)
Dutch Tours Enterprises N.V.
DVB Bank AG
Eagle Tours N.V.
El Guamache International Port
El Tigre Cruises Ltd.
Elite Travel Ltd. - Croatia
Eller & Company, Inc.
Elroy's Pleasure Tours
Encantos Ecotours
Executive Tours & Superior Watersports Ltd.
Fantasea Bermuda
Federation of St. Croix Taxi Associations, Inc.
First Class Tours & Limousine Service, Inc.
Five Star Water-Sports Ltd.
Flavorite Foods Limited
FMT Canada, Inc.
Foster & Ince Cruise Services Inc.
Francis & Lane Inter Island Transport Services
Francis Trading Agency Ltd.
Frederic Schad, Inc.
Fun Bikes Ltd.
Fun Water Tours, Inc.
Fuy Catamaran
G.P. Wild International. Ltd.
Geo. F. Huggins & Co. (G'da), Ltd
Glander International Inc.
Goddards Destination Management Company
Goddards Shipping & Tours Ltd.
Golden Heron Kayaks
Great Lakes Dredge and Dock Company
Great Vacations
Grenada Board of Tourism
Grenada Ports Authority
Grupo Cafe Britt S.A.
H. Jason Jones & Co. Limited
Hanschell Inniss Limited
Heritage Tourism Association of St. Lucia (HERITAS)
Holiday Taxi Coperative Society Limited



- Hyphen Information Systems
 I.C.T. Tourism & Travel, Inc.
 International Registries, Inc.
 International Shipping Partners, Inc.
 Island Village (Ocho Rios Beach Ltd.)
 Islander Taxi Service Inc.
 Jades, S.A. - Antigua Guatemala
 Jamaica Tours Limited
 JCAL Tours Ltd.
 Jimmy Buffett's Margaritaville
 Johns Hall Adventure Tour/Plantation
 Johnson's Stables & Garage Ltd.
 Jolly Mariner Tours
 JUTA Tour -Montego Bay Ltd.
 Kayak Safaris
 Kelly's Tours at the Virgin Islands
 Kim'Amin Cruise Services
 Kirk Freeport Plaza Limited
 Kirk Sea Tours Ltd.
 Landry & Kling, Meetings at Sea
 Las Tortugas Adventures Inc.
 Limon's Fun City/Tour/Asuaire Travel
 Malibu Beach Club & Visitor Centre
 Mangrove Adventures
 Mark Scot, Inc.
 Martinique Tourist Board
 Mayaguez-Las Marias Consortium
 MC Tours - Honduras
 Meyer Franklin Travel
 Mike's Truck Service
 Mile - Mark Watersports
 Ministry of Tourism and Culture
 Ministry of Tourism - Haiti
 Minvielle & Chastanet Ltd.
 Misener Marine Construction, Inc.
 Montego Bay Chamber of Commerce and Industry
 MooMba Beach Bar & Restaurant
 Mount Gay Rum Tour and Gift Shop
 Nature Island Taxi Association (NITA)
 Nautilus Cayman Ltd
 Ocean Adventures Inc.
 Ocean Safari Ltd. D/B/A/ Divers Down
 OECS/Export Development Unit
 Old Town Trolley Tours of Key West
 Olde Towne Tours Inc.
 Olymar Tours
 On Top Of The Water Sports
 Operadora Turistica Huatulco's
 Paddles Kayak Club
 Panama Canal Authority
 Panama City Port Authority
 Papillion Tours
 Pelican Adventures N.V.
- Pemod Ricard USA World Trade
 Pirate Ship Cruises of Cabo
 Platinum Port Agency Inc.
 Plissonneau Shipping
 Port Authority of the Cayman Islands
 Port Authority of Trinidad & Tobago
 Port of Corpus Christi Authority
 Port of Galveston
 Port of Houston Authority
 Port of Palm Beach District
 Port of San Diego
 Port of Tuxpan
 Precision Foods, Inc.
 Prentice Diversified/Aquatours
 R.H. Curry & Co. Ltd.
 R.L. Seale & Company Ltd.
 R. Smyth & Co. S.A.
 Radisson Resort at the Port
 Rain Forest Aerial Tram - Dominica
 Rain Forest Aerial Trams - Costa Rica
 Rancho Daimari (Events in Motion N.V.)
 Rancho Tierra Bonita
 Resort Adventure Centers, Inc.
 Rhino Safari Excursions
 River Raft Limited
 Roatan Island Tours
 Roger Albert Voyages
 Romney Associates
 Rovelli Organization (Novel Tours S.A.)
 Rozo & Co.
 S.E.L. Maduro & Sons (Aruba) Inc.
 S.E.L. Maduro & Sons (Curacao), Inc.
 S.M.T.A. (Societe Manutention Transports Agency)
 Safari Tours (Bahamas), Inc.
 Sand Dollar Sports
 SBI Distribution Inc.
 Sea Island Adventures
 Sea Sports Cozumel, S.A. de C.V.
 Seahorse Sailing Adventures
 Seaport Mall & Seaport Marketplace
 SEICO
 Shorex Central America
 Sierra Marketing/Port of Manaus, Amazon Brazil
 Skylimit Travel Services
 SkyMed International
 SL Horsford & Co. Ltd.
 South American Tours
 St. Ann Chamber of Commerce
 St. Ann Development Company Ltd.
 St. Kitts Scenic Railway, Ltd
 St. Kitts-Nevis-Anguilla Trading & Dev. Co. Ltd.
 St. Lucia Air & Sea Ports Authority
 St. Maarten 12 Metre Challenge
- St. Maarten Taxi Services
 Stansfeld Scott Inc.
 STE TOURS Baja Mexico
 Stingray City (Antigua) Limited
 STT Ship Chandling
 Sun & Fun Tours, Rotan
 Sunbury Great House
 Sunsation Tours
 Sunshine Cruises (1990) Ltd.
 Sunshine Tour, S.A. de C.V.
 Surfside Aqua-sports Ltd.
 Swex Company Bahamas, Ltd.
 Swiss Travel Service
 Sysco Food Service of South Florida
 Taber Tours Inc.
 Tallowmasters, LLC
 TAM Travel Corporation
 Tanja Enterprises Co., Ltd.
 TDC Flamboyant Tours
 The Boatyard
 The Caymanian Land & Sea Cooperative Society Limited
 The Kayak Rental
 The Linen Shop
 The Port Authority of Jamaica
 The Rendezvous Tour Company
 The Travel Centre Ltd.
 TIDCO
 Total Guest Satisfaction Tours (Total Gusto)
 Tour Adventures (Watapana Tours)
 Transmares S.A.
 Trinidad & Tobago Sightseeing Tours
 Tropical Tours
 Tropical Tours - Cabo San Lucas
 Tropical Tours S.A. de C.V.
 Tropicana Tours
 Turinter S.A.
 Turismo Actual
 Turismo Caleta, S.A. de C.V.
 Turismo Internacional Del Pacifico S.A. de C.V.
 Turismo Marina
 Ultramar Express Dominicana
 Union de Tronquistas
 United Shipping Co. Ltd. Freeport, Grand Bahama
 United Tour Guides Co-op of Puerto Rico
 V.I. Equicare
 V.I. Taxi Association/Tours and Travel Inc.
 Vallarta Shore Excursions
 Virgin Islands Ecotours Inc.
 West Indian International Tours Ltd.
 White River Valley Ltd.
 Wild Tours
 Wind and Sea Ltd.
 World Tours & Cruises Ltd.
 Wrave Ltd.

Carnival Glory

Ship Profile



Accommodations

Passenger Cabins: 1,487
(917 outside / 570 inside)
Balcony Cabins: 556

Facilities

Passenger Decks: 13
Swimming Pools: 4
Whirlpools: 7

Nationality of Crew

International

Deployment

Eastern Caribbean
Western Caribbean

Inaugural Cruise: July 19, 2003

Shipyard: Fincantieri Cantieri Navali,
Italiani, S.p.A.

Shipyard Location: Monfalcone, Italy

Country of Registry: Panama

Cruising Speed: 22.5 knots

Size & Capacities

Tons: 110,000

Length: 952 feet

Maximum Draft: 27 feet

Passengers: 2,974

Crew: 1,160

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Produce

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Latin Specialty Items
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Disposables
Janitorial Supplies
Supplies & Equipment



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Ship Profile



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 Caribbean
Western Caribbean

Inaugural Cruise: August 3, 2003

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



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Ship Profile



Accommodations

Passenger Cabins: 1,055
(817 outside / 238 inside)
Balcony Cabins: 577

Facilities

Passenger Decks: 12
Swimming Pools: 3
Whirlpools: 3

Nationality of Crew

International

Deployment

Southern Caribbean

Inaugural Cruise: August 25, 2003

Shipyard: Meyerwerft Yard

Shipyard Location: Papenburg, Germany

Country of Registry: Bahamas

Cruising Speed: 24 knots

Size & Capacities

Tons: 90,090

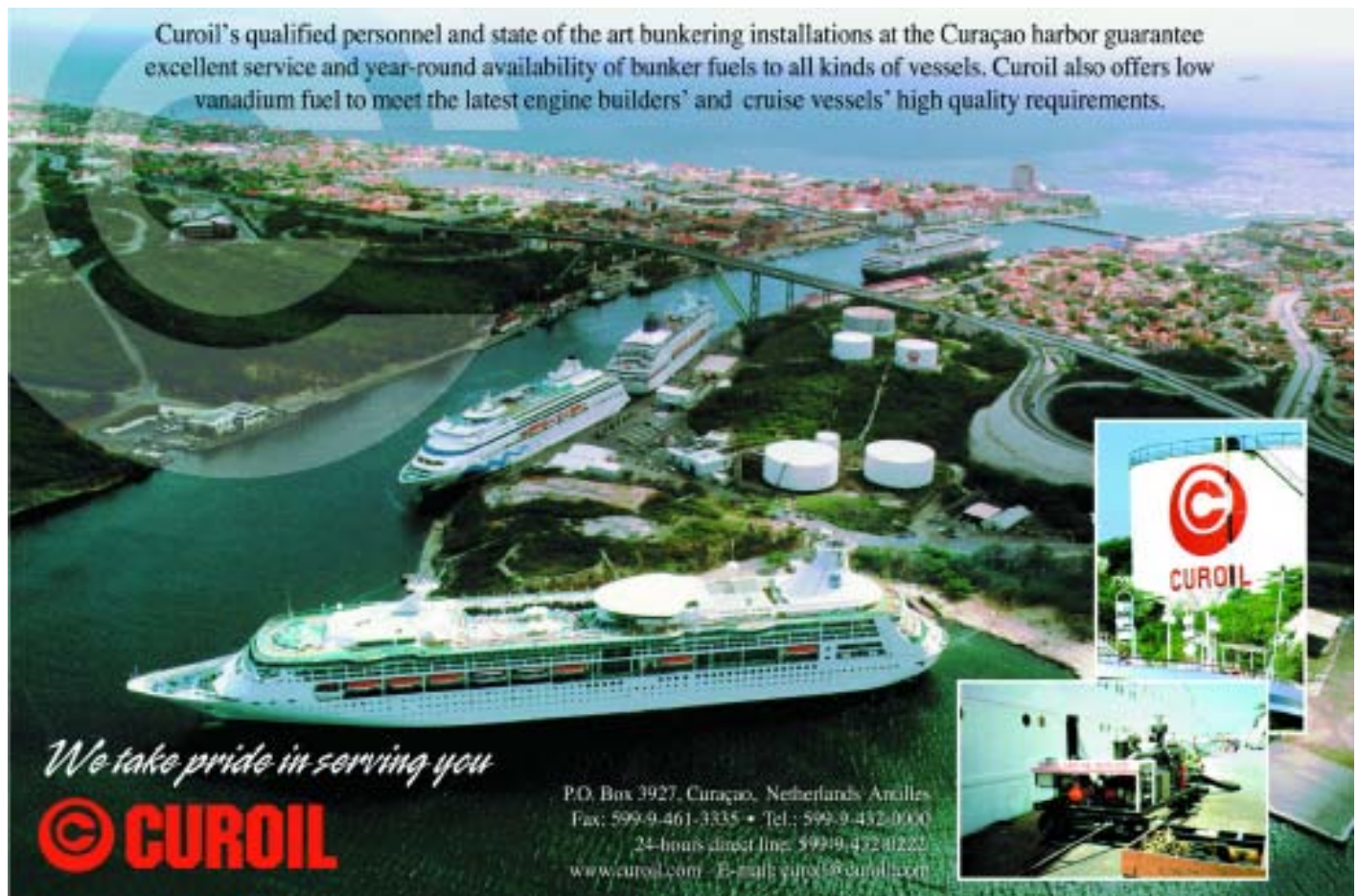
Length: 962 feet

Maximum Draft: 28 feet

Passengers: 2,110

Crew: 891

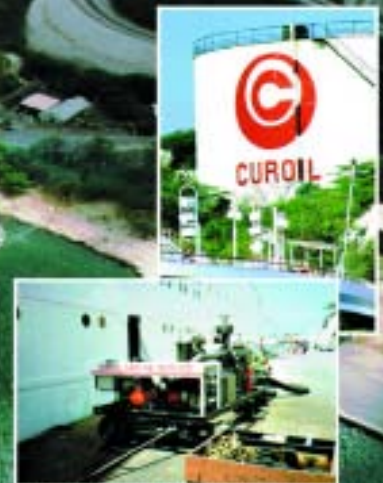
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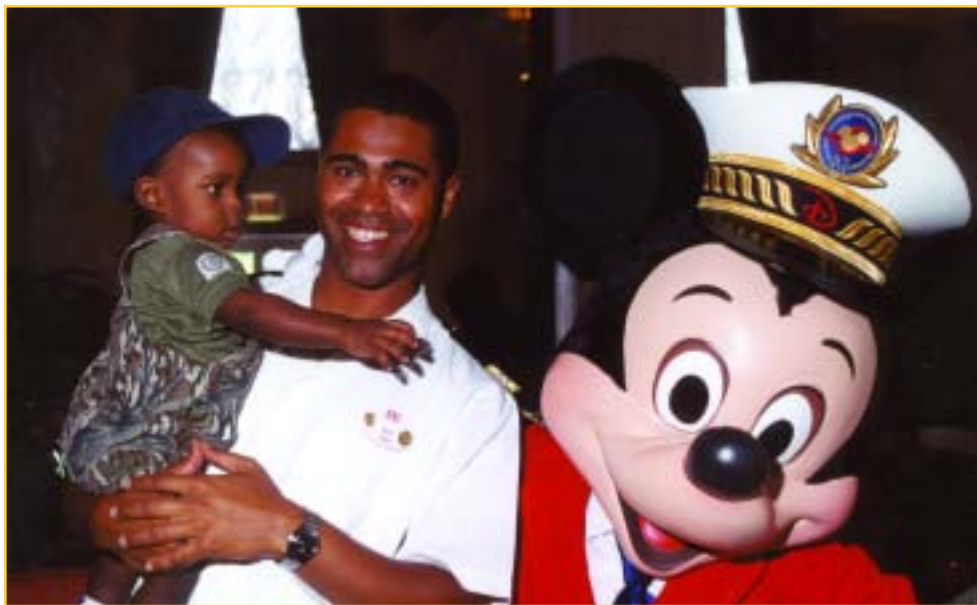


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FACES IN THE INDUSTRY

Joel Ryan ~ Shore Excursion Manager ~ Disney Wonder



Trinidad & Tobago

Hello, my name is Joel Ryan and for eight months of the year, I live and work aboard the beautiful *Disney Wonder*. Onboard I am the Shore Excursion manager, responsible for coordinating, communicating and facilitating information to guests about the exciting adventures that they can take in the Caribbean.

Born and Raised in the West Indies in the Republic of Trinidad and Tobago, I was given some great advice at a young age by an elderly couple, "Young man, do what you can now. Experience the world and fill your life with fantastic experiences because - when you reach our age - you will have many happy memories to look back on."

How better to get out and see the world than work for a cruise company? After finishing school, I attended college, then went to the University of the West Indies in St. Augustine. I have been with Disney Cruise Line for the past five years - practically from the start. I started as a Programming Counselor and have held other positions such as Programming Coordinator, Children's Programming Manager, occasionally Assistant Cruise Director and my current role as the Shore Excursion Manager, which I've done for the past three years.

The thing I enjoy most about Disney Cruise Line is the interaction with the guests and the ability to experience the culture and diversity of other Caribbean islands on such an extensive basis. Being the Shore Excursion Manager allows me to work closely with the people who live and work in the Caribbean or - as it is called by the native islanders - the West Indies.

For several years, I have also been involved in the Florida-Caribbean Cruise Association's **Holiday Gifts Project** in the Bahamas. Every year, I look forward to seeing the smiles on the children's faces as my fellow crewmembers; Mickey Mouse and I help distribute toys for the holidays.

When I go home, I volunteer my time with the Cyril Ross Home for Children with HIV/AIDS. That's where my heart is. I also enjoy exploring other islands and seeking out those quaint little rum shops - where the true spirit of the island can be found.

My West Indian heritage has played an integral part in my professional career. My family has taught me to take pride in what I do and the company for which I work. Coming from an extended family, the first lesson I learned was the value of teamwork. My relatives have had wonderful influences on my life and continue to support me. We have always been encouraged to focus on our unique abilities. At Disney, I have been able to use my unique talents and knowledge of the Caribbean to help make magical memories for thousands of guests each year.

I continue to enjoy the cruise industry and especially working for Disney Cruise Line and hope to be part of the magic for many years. However, when I retire - which is still a long time from now - I plan to remain in the West Indies (Caribbean) to enjoy the beauty, ethnicity and diversity of my people and my home of Trinidad and Tobago.

Around The Caribbean



Hon. McKeeva Bush (bottom left), Leader of Government; Minister of Tourism, Environment, Development & Commerce, Paul W. Hurlston (bottom right), Port Director and Charles Clifford (top right), Permanent Secretary, at the Cayman Islands/FCCA Agreement signing.



Gail Woon, founder of EARTHCARE, accepts an Education Grant from the FCCA Foundation, presented by Disney Cruise Line.



The Montoe Association for Retarded Citizens accepts an FCCA Foundation grant from Carnival Cruise Lines.



Cesar Patricio Reyes Roel (center), Coordinator de Puertos y Marina Mercante, and FCCA Operations Committee members.

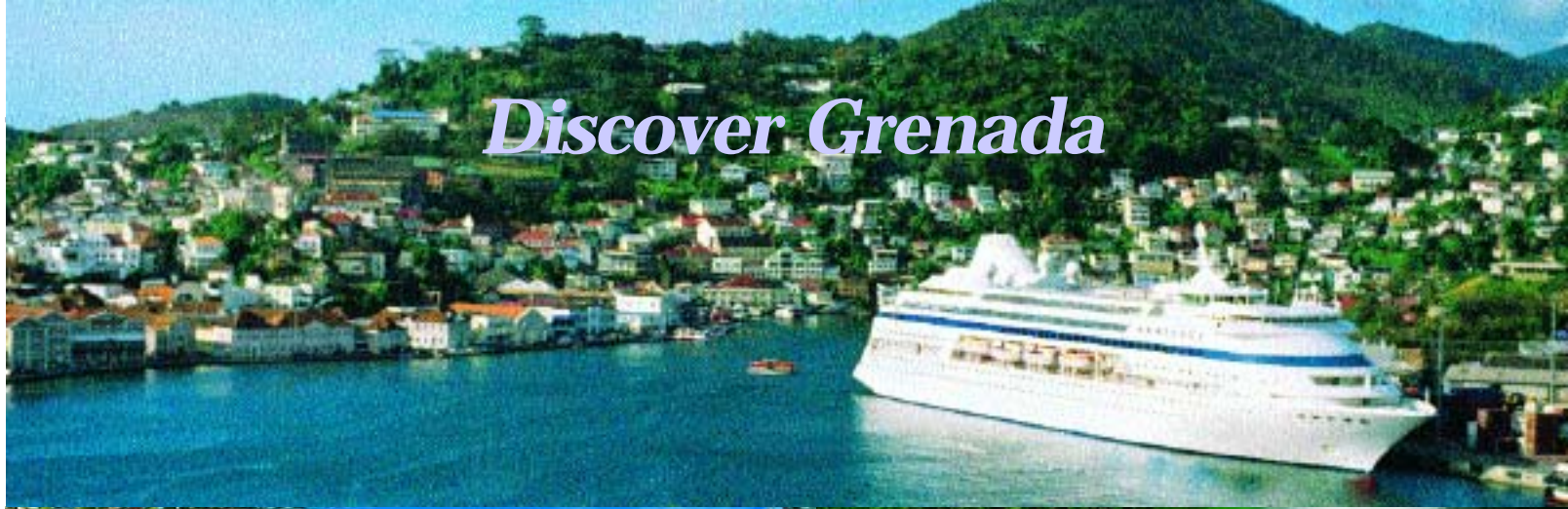


Hon. Perry G. Christie (4th from right), Prime Minister; Hon. Glenys Hanna-Martin (4th from left), Minister of Transport & Aviation and Norman Solomon (far right), Nassau Tourism Development Board, meet with FCCA delegation in the Bahamas.



Jose Suarez (5th from left), Executive Director - Puerto Rico Tourism Company, welcomes FCCA delegation.

Discover Grenada



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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

Grenada Ports Authority
at 1-473-440-7678
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