



# Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

Fourth Quarter 2001

## Puerto Rico's New Government *Welcomes the Cruise Industry*

**FCCA Caribbean Cruise Conference &  
Trade Show - A Tremendous Success!**

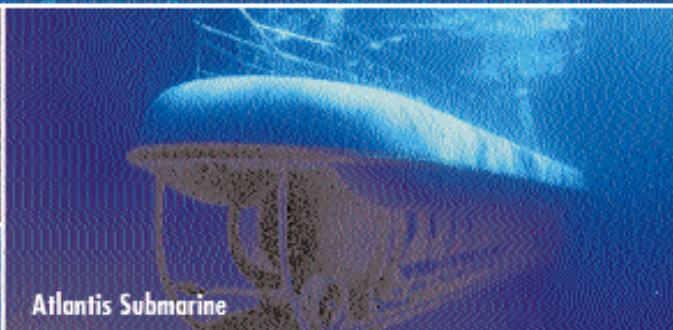
**Micky Arison Delivers  
State of the Industry Address**

**Tough Times Require Tough Action**

**FCCA Tour Operator Insurance Program**



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# Caribbean Cruising

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## Features

- 5 Puerto Rico Welcomes the Cruise Industry**  
New Governor, Ms. Sila Calderon, acknowledges the value of the cruise industry's contribution to Puerto Rico.
- 12 Micky Arison's State of the Industry Address**  
September 11 has had a significant impact on tourism... the challenges that have been created are enormous, but the opportunities are enormous as well.
- 13 FCCA Conference - A Tremendous Success!!**  
The Florida-Caribbean Cruise Association (FCCA) Member Lines concluded their most successful Conference to date.
- 20 Tough Times Require Tough Action**  
Tough times require tough action and strong leadership. Luckily, commitment and organization are hallmarks of the cruise industry.
- 25 FCCA Tour Operator Insurance Program**  
Truly one-stop-shopping for tour operator insurance needs.

## Happenings

- 10** Platinum Events  
**14** FCCA Conference Pictures  
**17** FCCA Gala Dinner  
**19** Children's Essay Contest  
**23** Poster Competition

## Departments

- 3** President's Letter  
**9** Platinum Members  
**26** Faces in the Industry  
**27** New Ship Profiles  
**28** Around the Caribbean

## FCCA Member Lines

*Carnival Cruise Lines • Celebrity Cruises • Costa Cruise Lines  
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# President's Letter



*Amazing Grace & Michele*

*“Nothing splendid has ever been achieved except by those who dared believe that something inside them was superior to circumstance...” Bruce Barton*

The events of September 11 have adversely affected our Nation, the civilized world and indeed our industry. We at the FCCA were determined not to be deterred; we pressed on, and succeeded in staging our most successful Conference and Trade Show to date in Aruba - October 2 - 5, 2001.

Our sincerest gratitude goes to our Chairman, Micky Arison, who guided the way through his leadership. Micky's actions at the Conference exemplified his strong commitment to our partners, to our industry, to the more than 800 delegates, cruise executives and government officials from all over the Caribbean, Mexico, Central America and South America who attended the 8th Annual FCCA Caribbean Cruise Conference and Trade Show!

The days ahead will remain full of challenges for everyone in our industry, and it is our hope that each delegate left the Conference having:

- Maximized every opportunity that presented itself during the workshops, trade show, one-on-one meetings and social events.
- Established meaningful dialogue and relationships.
- Paved the way for a more prosperous future / set in motion steps to reach your goals.

Aruba has come and gone, and we must continue to press on. So between now and the next FCCA Conference, September 24 - 27, 2002 in Cancun, Mexico...

***Let's get busy!***

Respectfully yours,

Michele M. Paige.



# Cruise Solutions

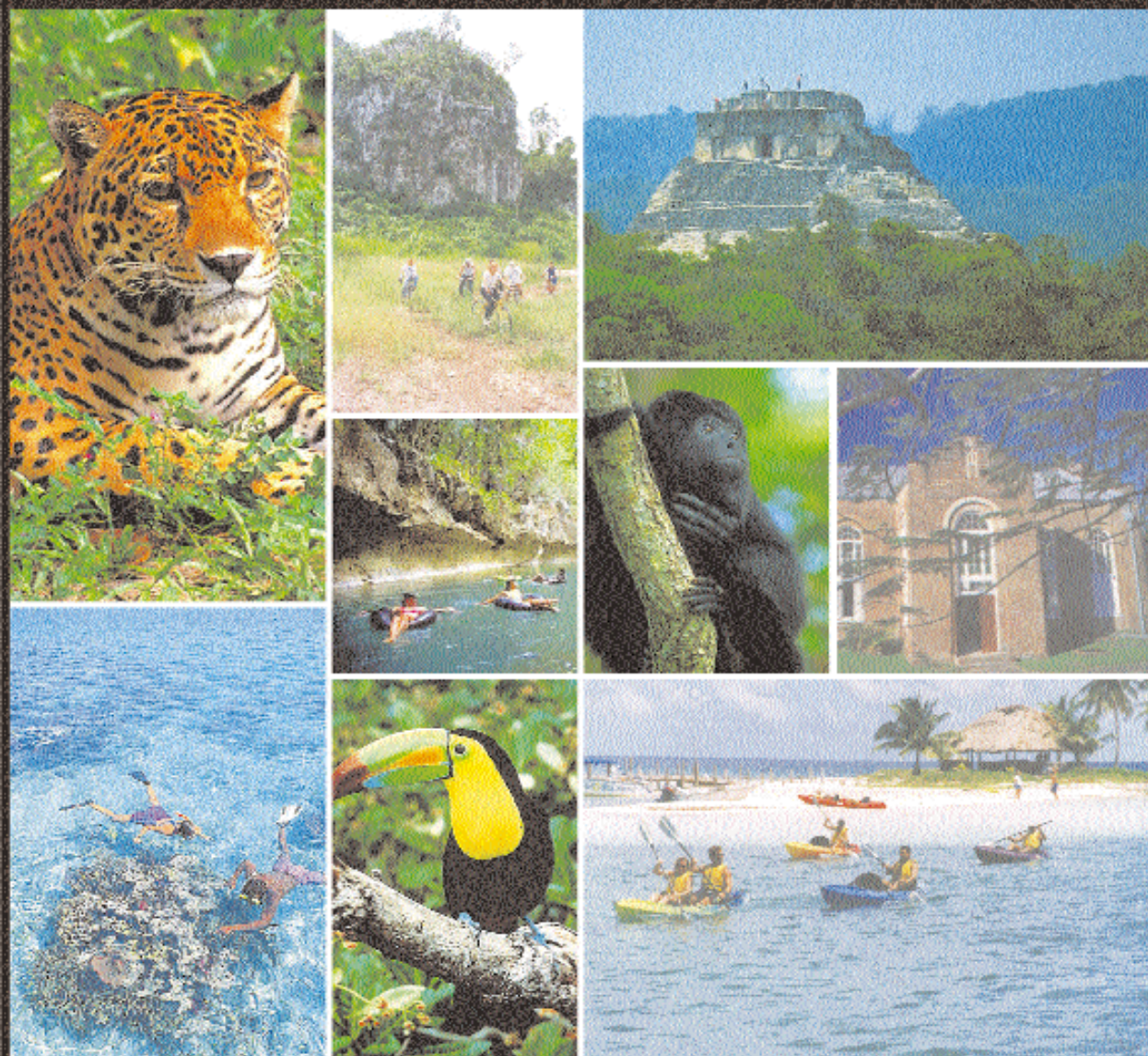
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# The New Puerto Rican Government Says Welcome to the Cruise Industry

By: John F. Tercek - VP, Commercial Development, Royal Caribbean Cruises, Ltd.

The new administration of the Government of Puerto Rico, under the leadership of the new governor, Ms. Sila Calderon, is acknowledging the value of the cruise industry's contribution to Puerto Rico. Picking up where the previous administration left off, the new Administration has initiated several efforts that will help the cruise industry grow.

## A Unique Location

For years, San Juan has been one of the leading cruise ports in the Caribbean, and unique among all ports in the world other than Barcelona as a port that is both a marquee port of call and also one of the world's busiest homeports.

San Juan is located in the precise spot on the map that the complex equation of time, speed and distance determines that most ships departing from Miami or Port Everglades in Florida may reach it within one day for a convenient port-of-call. The old experience remains as it always was; strolling through Old San Juan, exploring the old El Morro Fortress, taking an excursion to the El Yunque rain forest and other classic attractions. Ship's crew traditionally enjoy the shore-side casinos and convenient shopping.

San Juan is also a major homeport because it is the primary Caribbean hub of American Airlines, with many daily flights connecting all over the USA. Every major cruise line, including Carnival, Royal Caribbean, Princess, Holland America, Celebrity, NCL and others base vessels in San Juan during the winter season. Many ships are based in San Juan year-round. From San Juan homeport, the enchanting islands of the southern Caribbean, such as Barbados, Curacao, Aruba, and many others can be reached on the most popular 7-day itineraries.

As typical itineraries have been getting shorter, these many southern Caribbean Islands have become very dependent upon Puerto Rico as the strategic link to the mainstream cruise business: perhaps more dependent than they have realized... A ship sailing from south Florida can only reach south of St. Martin on the less frequent 10+ day itineraries.

## Cruise Passenger Spending Patterns

According to a PriceWaterhouse survey of passengers and crew members conducted at the dock in San Juan in the first quarter of 2000, approximately 200,000 transit visitors during a three month peri-

port the morning of the cruise, another \$10.3 million was spent by homeporting passengers in San Juan in the first three months of 2000.

About 90% of visiting crew members came ashore in San Juan, and spent on average an astonishing \$99.70 per crew member, aggregating \$13.2 million in crew expenditures during the same three month period. The highest expenditure categories for crew were Clothing, Food & Beverage, and Telecommunications.

Compared to other ports, Puerto Rico experienced a much higher than average

spending pattern among crew, \$99.70 compared with \$72.06, but a lower than average expenditure by transit guests with the average being \$53.84 compared to other ports' \$103.83. The port's location makes it convenient for crew to shop; convenience is a high consideration for crew. However, it may be that the product and experience offered in San Juan to cruise guests is less appealing than other ports

on the same itineraries, resulting in lower spending.

## Some Colorful Recent History

In recent years, many of the smaller islands in the Southern Caribbean have undertaken port enhancement projects to attract the new, larger classes of cruise ships. New docks, breasting dolphins, dredging projects, contemporary retail and other important customer amenities have been created in numerous ports. Ironically, Puerto Rico, under the previous administration, focused its tourism efforts and budgets primarily to land-



*FCCA Delegation meets with the Hon. Carlos Vizcarrondo Irizarry (seated second from right), President of the House of Representatives.*

od spent \$10.6 million in the aggregate in San Juan. This was an average of \$53.84 per passenger per visit, allocated among 15 categories of spending from souvenirs to taxis to dining. The highest two categories of guest spending were Clothing and Jewelry.

The study revealed that nearly 30% of homeporting cruise passengers spent an average of 1.4 nights in a pre- or post-cruise hotel visit in Puerto Rico. With an average expenditure of \$104.16 per overnighting guest, and another \$11.16 average per guest that arrived at the air-



based tourism. Many hotel rooms were developed in Puerto Rico with government subsidies, and the government tourism agency created a dynamic campaign featuring Ricky Martin to attract North American tourists to Puerto Rico.

Puerto Rico had not created any new cruise facilities since the early 1990's. Hurricane George destroyed the crucial San Juan Pier 3 in 1998 beyond salvage, yet it was not replaced. The previous administration appointed a port director with the primary objective of reducing the red ink flowing from the books of the Puerto Rico Ports Authority that had resulted from years of neglect and inefficient management. New port infrastructure was a low priority, and that administration treated the cruise industry with an astonishing indifference. For all its efforts at promotion, the island ignored the hundreds of thousands of cruise visitors calling at its front door throughout the year, high season and low.

In the mid-1990's, the major cruise lines started to view the situation in San Juan as a pending crisis. The order books of the lines included many much larger ships intended to call on San Juan as either a transit or homeport, yet the infrastructure of San Juan was falling ever further behind the industry's requirements. Many other islands and ports began to look more attractive as alternatives to San Juan in the eyes of the long-term strategic planning groups at the cruise lines.

In the late 1990's, several positive infrastructure projects started to emerge. The Rossello Administration announced 'The Golden Triangle', the beginning of a revitalization of the waterfront-oriented area from Old San Juan to Condado to the Isla Grande. This project included the demolition of many old and decrepit warehouses along the San Antonio channel, new parking garages in Old San Juan, a new convention center and entertainment/commercial center on Isla Grande, refurbishment of the bridges connecting Old San Juan to the main island, an upgrading and thinning out of the low

income housing projects adjacent to OSJ and other commendable objectives. Some of these components were initiated, and are now being carried out by the Calderon administration.

In addition, the Rossello Government led the development of several world-class tourism attractions such as the new Puerto Rico Museum of Art.

In the final days of its administration, after several years of negotiation, the Rossello Government finally inked a development agreement with Royal Caribbean to redevelop the decrepit Pan American Terminal on Isla Grande as a



*Puerto Rico Port Director, Miguel Pereira (second from left), meets with Micky Arison (second from right) .*

new homeport facility especially for the new Voyager-class 'Adventure of the Seas'. Without this 11th hour agreement, Puerto Rico would have forfeited the opportunity to homeport this ship, which will bring in 3,500 passengers and nearly \$500,000 in shoreside spending to Puerto Rico **every week, 52 weeks a year!**

**A Positive New Direction for PRPA**

In early 2001, the new Calderon Administration made a surprising appointment as new Director of the Puerto Rican Ports Authority: Miguel Pereira, a former federal prosecutor. Director Periera, an attorney by training, has turned out to be a quick student of the infrastructure business and has reached

out to identify the needs of the cruise industry and how to best address them.

His new team at PRPA has thrown its support behind the Pan American Terminal project, which is currently on schedule and on budget. A new agreement has also been struck with Carnival to expand and upgrade the old Terminal 4. Architects and engineers have been engaged to plan the redevelopment of Pier 3 as a transit dock. Another temporary homeport facility is being created to accommodate an NCL ship this coming winter season. Additional homeport and transit facilities are being considered and evaluated.

Director Pereira and his team participated quietly in the recent FCCA Conference in Aruba, soaking in the issues and discussions and learning from the experiences of other ports. We've encouraged the Director to get to know his counterparts from the islands of the southern Caribbean to share information and collaborate to help the cruise lines create great passenger experiences on these itineraries.

**A Considerate Reduction in Port Tariffs**

A sober announcement reflecting the new administration's support for the cruise industry was the recent proposal to unilaterally reduce Puerto Rico's cruise tariffs by 25% for a one year period, recognizing the current financial challenges of the industry in the aftermath of the September 11th tragedies.

**Remaining Challenges**

Despite recent improvements, San Juan has a long way to go to reestablish itself as the pre-eminent cruise port that it was in the 1970's and 1980's. Today's travelers have many more choices and much higher expectations than the vacationer of 20 years ago. Over the past ten years, the experience offered to middle class Americans on a new cruise ship has improved exponentially compared to the sluggish improvements and token pastel repainting of Old San Juan facades. In the last decade, Puerto Rico has devoted its tourism energy to many massive hotel developments located outside of San Juan



and not logistically accessible to cruise visitors. Old San Juan is tired, with bumper to bumper traffic jams, and outmoded shops that close too early in the evening for late-arriving cruise visitors. Various construction and demolition projects make the 'sense of arrival' for any visitor in San Juan very unappealing, and the entire area has a feeling of being a place your grandparents may have enjoyed in the 1950's.

The several contemplated pier and terminal projects in San Juan must be designed with input from the cruise lines and must be built as soon as possible. The planned project of cleaning up and enhancing the waterfront of Old San Juan must be promptly completed and expanded to match the expectations of today's travelers. Operating equipment such as escalators and air conditioners must be maintained and terminal facilities must sparkle.

Every cruise visitor to San Juan is a

potential land based (or cruise based!) returnee in the future. The new government of Puerto Rico seems to be acknowledging the tremendous marketing and promotional opportunity that every cruise ship call offers. The creation of a new sense of welcome and appeal to cruise visitors is limited only by the imagination of the Puerto Rican Tourism Company and private developers. An exciting example of this potential is the wonderfully rehabilitated Caribe Hilton about two miles from the cruise piers.

**The Future is about to begin!**

The cruise lines and the FCCA will be eager to work with the new administration to make recommendations to enhance the cruise guest experience in San Juan and Puerto Rico. A sampling of suggestions:

- Encourage private initiatives that will create new experiences for visitors!
- Demonstrate the political leadership

necessary to defeat the reactionary forces of old vested economic interests that seek to block new developments while striving to maintain a tired status quo.

- Offer the same type of financial incentives that were successfully used to create a dynamic hotel industry in the outlying areas to now help the Old San Juan area become revitalized!

Royal Caribbean looks forward to working closely with the Calderon Administration and other governmental bodies in Puerto Rico and San Juan to begin a new era of cruise tourism in Puerto Rico, starting with the inaugural visit of the *Adventure of the Seas* in November, 2001. The ship will host an overnight Black Tie Ball to benefit the Red Cross of Puerto Rico and other worthy local charities. A ribbon cutting ceremony will celebrate the opening of the new Pan American Terminal as a hopeful first step to a bright future for cruise tourism. †



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so much to see

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# PLATINUM ASSOCIATE MEMBERS

## *Reap Added Benefits At Conference*

The Florida-Caribbean Cruise Association's Platinum Associate Membership Advisory Council (PAMAC) met with top cruise executives from the FCCA's 13 Member Lines at the **Eighth Annual FCCA Caribbean Cruise Conference and Trade Show**, October 2-5, 2001 in Aruba.

As part of their exclusive benefits, Platinum Associate Members were invited to a private luncheon on October 4, at the Hostaria Da' Vittorio Ristorante Italiano - Aruba. Micky Arison, Chairman & CEO, Carnival Corporation and FCCA's Chairman, along with Michael Ronan, the FCCA's Security Operations Committee Chairman, and Associate VP, Destination Development, Royal Caribbean Cruises, Ltd., were on hand to welcome FCCA Member Lines' preferred partners and to congratulate Accessible Adventures Inc. as the FCCA's newest Platinum Associate Member.

"I was fortunate to sit across from Micky and have an opportunity to discuss the industry and get his thoughts

Micky, especially regarding their views on how recent events will affect our own destination. It was great to be able to share the challenges and opportunities with fellow Platinum Members, who are the people who best understand the industry and how to cope with the recent changes." said Richard McCombe, Managing Director, Jacharic Holdings Ltd, and FCCA Platinum Member as he described his experience at the luncheon.

Robert Giangrisostomi, Deputy Executive Director, Business Development, Canaveral Port Authority, explains how the Membership Program has helped his business; "The Platinum Associate Membership Program of the FCCA has been a tremendous benefit to Port Canaveral and has contributed to the overall success of our Port as a world class destination for the cruise industry. The support and participation by the FCCA Member

Lines and their top executives during various meetings and forums encourages unique business relationships that help the cruise industry grow together and build for the future. Especially now, I see an increasingly significant role

for the Platinum Associate Membership Program in determining ways to meet the current challenges facing the entire industry."

Later that evening, following the Conference closing party, Platinum Associate Members were invited to join key executives from the FCCA's Member Lines and Ministers from throughout the Caribbean for a cocktail reception hosted by Micky Arison



*Michael Ronan, Royal Caribbean International (far left), hosts table at Associate Members' brunch.*

and his lovely wife Madeline, aboard Carnival Cruise Lines' *Carnival Destiny*. The *Carnival Destiny*, due in Aruba on Friday, was brought in early specially for this occasion. The ship met with much fanfare as the Aruba Ports Authority arranged for an elaborate fireworks display to greet the early arriving vessel.

To conclude a memorable week, all FCCA Associate Members were pre-



*Associate Members come together at the Conference.*

on the big picture. It is not often that you can get to exchange thoughts and ideas with people as successful and knowledgeable about the industry as



*Tellef Lie-Nielsen, Royal Caribbean International, shares a light moment with Associate Members.*



sented with a final opportunity to interact along with cruise executives and Ministers on Friday, October 5, as the *Carnival Destiny* hosted a fabulous brunch as farewells were said and plans for next year's Conference in



*Roger Blum, Carnival Cruise Lines, welcomes Associate Members aboard the Carnival Destiny.*

Cancun, Mexico, September 24-27, 2002 were discussed.

**\* UPCOMING EVENT \***

**Platinum Associate Membership Advisory Council**  
Cruise aboard Disney Cruise Line's *Disney Wonder*

***Cruise Executives to be in attendance January 17-20, 2002:***

**Carnival Cruise Lines**

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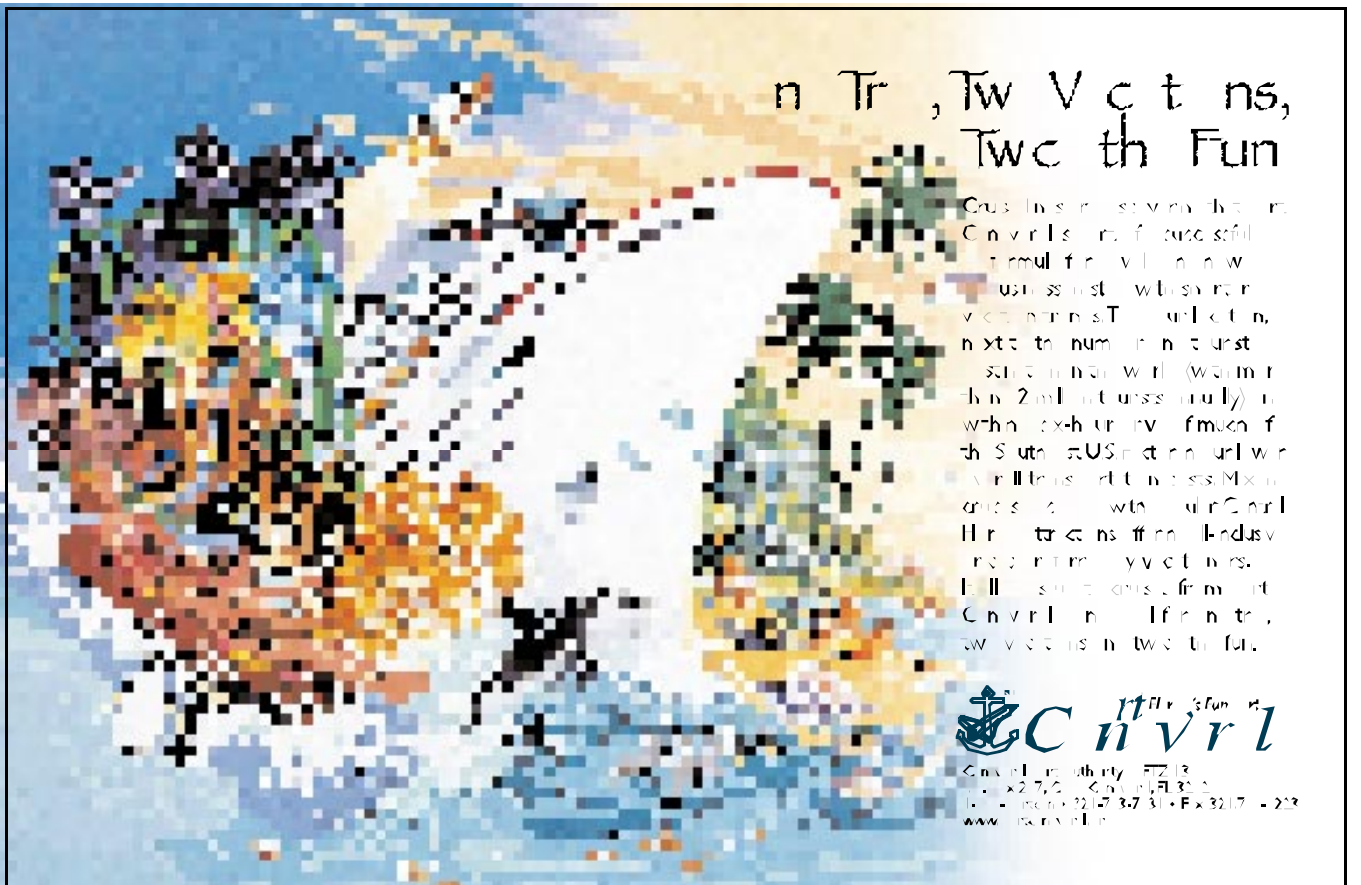
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# Micky Arison Delivers State of the Industry Address

**T**hank you very much Aruba for hosting the *8th Annual FCCA Caribbean Cruise Conference and Trade Show* and for the warm hospitality of Aruba and its people - it is greatly appreciated by those of us in the cruise industry. I'm here to welcome you to the FCCA Conference and speak for a minute or two about the State of the Industry. That's a tall order right now, as all of you know the tragic events in New York and Washington on September 11 have had a significant impact on tourism in general, not only in the United States, but also in the Caribbean and around the world. The challenges that have been created are enormous, but the opportunities are enormous as well.

I would like to touch on a couple of subjects, based on those events. Very often at the FCCA Conference we discuss what



**Micky Arison, FCCA Chairman and Chairman & CEO, Carnival Corporation.**

destinations can do to improve cruise tourism in their local destinations, and we pledge to work with you and ask you for patience as we work together to build a base of business in the various destinations. We often discuss how we go about itinerary development, how it takes years of planning and how today's work will pay off 2-3 years down the road. Well all that changed on September 11 and you will notice that we will be able to do itinerary planning with about two hours notice these days. A lot of itineraries have been changed, a lot of itineraries are going to be changed. There will be people in this room and destinations in this room that will benefit from those changes, but there will also be people in this room that will not be happy with some of the changes. All I can say is the industry is working very hard to mitigate the damage from what happened, the financial damage from what happened. In order to do so, it will require a quick move in itinerary changes: I hope most of you will be happy with these changes, but as I said some of you will not. We ask for your standing that what we are trying to do is carry the most passengers, the most guests that we can in the next 12 months based on the present circumstances. We will be watching very carefully

people's propensity to fly. We believe that flying is a very safe way to travel. I know all of you believe that because you're here. The reality is that it is still far safer to fly than it is to drive and so we hope that as people get back on airplanes that this dislocation due to what happened becomes less and less.

CNN reported this morning, I really don't know if this is accurate or not, but they reported that the week after the event air travel was down 56% in the United States. They reported as of last week it was down 10%. I hope those numbers are true, because that shows a significant bounce back in air travel, if it is true, which again will mitigate some of the damages created by those events. We ask for your patience when these itinerary changes are made, they are not necessarily permanent changes, as some of these itinerary changes will only be made for a year or two until things get back to normal.

I also want to touch base a little bit on the issue of security, I was questioned about it a lot last night. I do want to assure you that there is an industry Association that works with these issues, it is the ICCL (International Council of Cruise Lines) in Washington. The Members Lines of the FCCA are also members of ICCL and we have a coordinated security plan that we operate under. All of our Members are on the highest state of security right now. We will be happy to have sessions with Ministers later today to get into more details about security issues, but we can assure you that we are at a heightened state of alert and take security as a very serious issue.

While we are in a tough time, I would like to say there is some good news, bookings seem to be coming back. Carnival Cruise Lines for example on Monday booked about 90% of its normal booking level vs. prior year. Royal Caribbean International, I believe announced 87% on a conference call yesterday - 87% of its booking level vs. prior year. So it is coming back, even though people have been under an enormous amount of tension and depression. The country and the world is really mourning the events, but all the stress, all the mourning, after all that is over; people are going to need a vacation to get away from it all. And so our cruise ships stand ready, your destinations await and I can't think of a better way to get away from it all than sitting on a beach in Aruba. The beach is so beautiful: I don't know what I'm doing here in a suit and a tie.

Better times are ahead for all of us and we look forward to being with you this week and answering any questions and talking about what we can do to improve the situation for our industry and your tourism sector as well. We thank you for coming and showing your support for our industry by being here under these circumstances, it is especially appreciated. Thank You. †





# FCCA Caribbean Cruise Conference & Trade Show



## A TREMENDOUS SUCCESS!!!

In spite of the events of September 11, the Florida-Caribbean Cruise Association (FCCA) Member Lines concluded their most successful Conference to date – the **8th Annual Caribbean Cruise Conference & Trade Show** in Aruba, October 2-5, 2001. This year's Conference was well received, with a remarkable turnout of over 800 delegates, cruise executives, and government representatives throughout the Caribbean, Mexico, South and Central America.



*The Hon. Dr. Lili Beke-Martinez, Minister of Economics, Tourism, Social Affairs & Culture - Aruba (center), opens the Trade Show.*

Highlights of the Conference included the Grand Opening, on Tuesday, October 2nd at the Radisson Resort and Casino, of the sold-out Trade Show. The "Barefoot Elegance" Welcome Beach Party concluded the festivities for the evening. The Conference received numerous accolades this year, such as; "This was my first FCCA Conference, I'm no stranger to conferences and trade shows, but I found this one to be very well organized, facilitated by knowledgeable, and personable people," explained Brian Brown, Sales Manager, Coral Cliff Hotel & Entertainment Resort – Jamaica.



*Terry Thornton & Roger Blum, Carnival Cruise Lines, with Robert Shamoosh, Costa Maya.*

"I would like to congratulate the FCCA on staging such a wonderful conference. It was one of the best I have attended. If I had to describe it I would say; I felt like part off one big family. Everyone working together in times of

adversity to keep this great industry alive and well. I was particularly touched by the number of suppliers from throughout the region and executives from within the industry who attended as a show of support. This togetherness will ensure the long term viability of cruise tourism," stated Matthew Beaubrum, Managing Director, Cox and Company Ltd. – St. Lucia.

"My impression of the 8th Annual FCCA Conference held in Aruba is that in spite of the events of September 11, 2001, the cruise lines continue to demonstrate their commitment to the Caribbean Region and the reciprocal commitment was clearly demonstrated by their Caribbean partners," stated Lee Bailey, Chairman, Caribbean Cruise Shipping & Tours Ltd. - Jamaica.

On Wednesday, October 3rd, delegates flocked to the Conference Grand Opening Ceremony to listen to Micky Arison, Chairman & CEO, Carnival Corporation and FCCA's Chairman, give the State of the Industry Address. "My congratulation goes to Micky Arison, who found time to participate and be present at every activity," stated Lee Bailey, Caribbean Cruise Shipping & Tours Ltd. - Jamaica. During the Conference opening ceremony, Micky delivered the keynote address in which he summarized that the events of



*Micky Arison, Carnival Corporation, at the FCCA Trade Show.*

September 11, have had a significant impact on tourism around the world. The Honorable Dr. Lili Beke-Martinez, Minister of Economic Affairs, Tourism Social Affairs and Culture gave welcoming remarks on behalf of the government and people of Aruba. That evening delegates and guest were ferried to De Palm Island for a fabulously exciting Aruba Night Extravaganza Party.





Photos by: [www.fotomiami.com](http://www.fotomiami.com)









Throughout the 11 “roundtable” workshops, delegates were able to meet with key marketing, purchasing and operations executives from FCCA’s 13 Member Lines. In the standing room only marketing workshops, a brief synopsis of the just



*Panelists for the ‘Converting Cruise Passengers into Land Based Vacationers’ workshop at the FCCA Conference.*

released Cruise Industry’s Economic Impact on the Caribbean prepared by PriceWaterhouse-Coopers was introduced. At the ‘Converting Cruise Passengers to Land-Based Vacationers’ workshop it was underlined that 52% of all passengers surveyed were very likely to return to the islands visited while on a cruise for a land-based vacation. Vincent Vanderpool-Wallace, Director General, Bahamas Ministry of Tourism gave an outstanding presentation focusing on topics that included: creating partnerships between hoteliers and the cruise industry and destination product development. Renee Wallach, Manager, Camp Carnival, Carnival Cruise Lines presented informative ideas and suggestions on ways to incorporate families in marketing planning at the ‘Family: Marketing & Trends’ workshop.

During the shore excursion workshop, ‘Keeping up with Mega Ships’, discussions covered the preparations being made by the destinations to compensate for the larger number of cruise passengers disembarking from mega ships.



*Michael Ronan, Royal Caribbean International, meets with delegates at the Business Card Exchange.*

Robert Velasquez, Managing Director, St. Maarten Tender Services, briefed the audience that the dispatch of tender services provided in St. Maarten helped St. Maarten grow; while Milton Henriquez, Director, Aruba Ports Authority, shared information on the enhanced port facilities including

additional personnel to handle the increase in passenger traffic. Richard McCombe, Managing Director, Jacharic Holdings Ltd, elaborated on the expanded tours being offered through Jacharic Holdings in Nassau, Bahamas. Bill Fletcher, President, Great Guides Development Company Alaska, presented the steps to become a tour operator for the cruise lines in the ‘Framework for New Tour Operators’ workshop, outlining ways to succeed in the business of being a tour operator serving the cruise line market, understanding the basics of the cruise industry and finding your niche in the market. Other members of the panel also shared their experiences on breaking into the cruise industry.

At the purchasing workshop ‘A Success Story, The Do’s and the Don’ts’ Randolph Hamilton, Senior Tourism/Sports Marketing Manager, St. Kitts, reviewed the efforts of the government of St. Kitts to develop the cruise industry as the alternative market for tomatoes that are grown on the island. Demonstrating the progress that has been made to date,



*Cruise Executives from Carnival Cruise Lines, Costa Cruise Lines & Holland America Line meet with delegation from Dominica at the Informal Breakouts.*

Hamilton noted that Royal Caribbean Cruises Ltd. makes regular purchases of tomatoes (based on Royal Caribbean’s experience, Norwegian Cruise Line later committed to purchasing tomatoes from St. Kitts). The ‘Purchasing in the 21st Century – Meet the Executives’ workshop moderated by Alvin Dennis, VP Purchasing and Logistics at Norwegian Cruise Line provided a unique opportunity for the attendees to pose questions to the various cruise executives at an open forum where questions were directed to each panelist on how their respective cruise lines deal with suppliers. Addressing issues such as: packaging, storage and other requirements of the Member Lines.

This years workshops proved successful as delegates expressed their rave reviews, such as; “The workshops provided an intimate atmosphere for an exchange of ideas and solutions in the field of service and tourism. Talking to the cruise executives provided insight, and encouragement for the days ahead as we try and accommodate a world popula-



tion of anxious travelers,” said Edmund Sords, VP Marketing & Public Relations, Accessible Adventures - St. Thomas.

Brian Brown, Coral Cliff Resort – Jamaica gives his feedback on the benefits he received from these workshops. “I received a clear view as to how to go about fine-tuning my product - based on what the cruise lines provide and thus expect from a shore-based excursion/party stop, and the real deal about getting in on the formal tours/excursions and special events markets - the prep work required, the realistic time frames and creative ideas such as marrying excursions, etc. All in all, I came away from the workshops with a vivid game plan for my resort.”

As the Conference wrapped up on Thursday, October 4th, delegates were once again invited to joined industry partners



*Michele welcomes Micky & Madeline Arison to the Closing Party.*

for an exclusive Conference Closing Party at Carlos ‘N Charlie’s. The evening was filled with constant entertainment and excitement, as the staff at Carlos ‘N Charlie’s included partygoers in various competitions throughout the night. “The Conference was well planned and the social events allowed unprecedented opportunities to network with our peers and the cruise line executives, said Jill McCall, Regional Sales Manager, Atlantis Adventures.

“This is a special time that underlines the need for partners to work together, harder than ever - the

FCCA Conference in Aruba embodied the type of solidarity that will carry us all to success. See you at the **9th Annual FCCA Caribbean Cruise Conference and Trade Show in Cancun, Mexico, September 24-27, 2002,**” stated Michele M. Paige, President, Florida-Caribbean Cruise Association.

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# Children's Essay Contest

Since its inception in 1995, the FCCA Foundation for the Caribbean Children's Essay Competition has had tremendous success in increasing student's level of awareness of the opportunities and benefits generated by each of their respective island's cruise tourism sector. As we look towards the future it is imperative that we stay committed to this cause and the development of young minds.

This year 15 nations throughout the Caribbean region participated in the FCCA 2001 Foundation for the Caribbean



*Matthew Bell, St. Maarten, accepts his 1st place award from Micky Arison.*

Children's Essay Contest. **Matthew Bell**, age 9 from M.A.C. School in St. Maarten and 15 year-old **Stephen Narain** from Freeport Anglican High School in the Bahamas prevailed as the overall first place winners.

Students throughout the Caribbean wrote on the theme **"What Benefits Does the Cruise Industry Bring to My Country."** Participants were judged in two age categories: a junior division for children ages 12 years and under and a senior division for children ages 13-16 years.

"They help the taxi and bus drivers to support their families. The cruise passengers help the shopkeepers to keep their business's operating," stated Matthew Bell, as he describes the benefits the cruise industry brings to his island.

First place winners, Matthew (junior division) and Stephen (senior division) each received an educational scholarship of US \$2,500 with their schools receiving monetary grants of US\$1,250 each. In addition, each student was invited to read their winning essays and accept their prizes at the FCCA's Caribbean Cruise Conference in Aruba, October 2-5, 2001. During their stay in Aruba each student was able to enjoy the many festivities at the Conference along with being treated to a tour of the island.

"... the most profound benefit of the cruise industry, and tourism at large, is that it provides employment for a wide

range of skill levels. The cruise industry employs 4,589 Bahamians who are agents or supervisors directly affiliated with company branches," wrote Stephen Narain of the Bahamas.

In the junior division, 11 year old Attainea Toulon from Dominica won second place and Victoria King, age 12 from the Cayman Islands emerged as the third place winner. In the senior division, the second place winner was Cherisse Permell, age 15 from Trinidad and 16 year old Samantha



*The Hon. Tommy Turnquest, Minister of Tourism - Bahamas (left), proudly looks on as Stephen Narain receives his 1st place plaque.*

Tyson, from Antigua & Barbuda in third place. The second place winners in their respective categories each received US \$1,500 as well as earning monetary grants of US\$750 for their schools. Third place winners in each category were awarded US\$1,000 each, with US\$500 going to their schools. In recognition of their efforts, each entrant submitted by all nations received US\$200.

## Research Statistics Show:

- FCCA Member Lines' passengers and crew accounted for approximately \$1.4 billion in direct spending and \$1.2 billion in indirect spending - for a total annual economic impact of \$2.6 billion throughout the Caribbean from the cruise industry.
- Cruise-related expenditures generated 60,136 jobs throughout the Caribbean. These cruise-generated jobs paid \$285 million in wage income to Caribbean residents.
- Average cruise passenger spending per port of call was \$103.83 and average spending per port of call by crew members was \$72.06.
- Many cruise passengers (51.6%) expressed an interest in returning to the ports of call on a land-based vacation because of their cruise visit.
- The typical cruise ship carrying 2,000 passengers and 900 crew members generates almost \$259,000 in passenger and crew expenditures during a port of call visit.



# TOUGH TIMES REQUIRE TOUGH ACTION!

By: Juliet Gill

No stranger himself to tough times, Franklin D. Roosevelt once famously said that "the only thing we have to fear is fear itself." He proved he could live up to those words by leading a nation, and a world, through one of the darkest periods in history. And when all was said and done, the world had not only defeated its fear, but emerged healthy and stronger, into an era of unprecedented growth and prosperity.

In today's post-September 11th reality, many in the travel industry are facing their own fears, as well as the fears of the public. And while it can seem overwhelming at times, ultimately everyone has two choices. They can let their fears conquer them and bury their heads in the sand, hoping it will all go away. Or they can square their shoulders and get to work to defeat the very essence of terror, using innovative thinking and solid planning. After all, like Billie Jean King -- another brave trailblazer -- once said, only "a champion is afraid of losing. Everyone else is afraid of winning."

Tough times require tough action and strong leadership. Luckily, commitment and organization are hallmarks of the cruise industry. And now, while many in the travel industry are scrambling just to keep the bottom from falling out, cruise lines are seeing numbers rebounding remarkably fast and bookings hovering around a normal range. It would appear that cruise officials are showing the travel industry first-hand that when the going gets tough, the tough get going.

Cruise industry leaders are wooing the public back onboard with a variety of incentives and approaches, geared towards both the consumer and trade sectors. "Carnival took a back to business approach very rapidly," says Bob Dickinson, president, Carnival Cruise Lines. "We've been very aggressive in our cruise pricing, and have also tried to be informative and responsive to [any] inquiries..." And it's paying off, says Dickinson. "Carnival has been

to a cruise next summer, but there's much greater sense of immediacy. It's as if people are waking up and saying, 'I want to go on a cruise.'"

Destination-based tour operations are wasting no time in reorganizing and coordinating efforts. Everyone recognizes the tremendous business the cruise industry brings to the destinations they visit. "We have to be proactive to keep people happy and get

them traveling the way they were before September 11," says Norman Pennycooke, managing director of FUN SUN, Inc. "To stimulate the market, we've incorporated a combination of factors, including target pricing in terms of disposable income levels, asking our suppliers for discounts on services that we can then pass on to the consumer, and asking our staff to be even more service oriented than before."

Showing a patriotic spirit is another common thread. "To our cruise passengers who are firemen or policemen, we are offering discounts," says Richard McCombe, managing director of Jacharic Holdings, Ltd. "And we're trying to add new tours or variations to give our guests more opportunities and choice." Pennycooke suggests that cruise officials let them know if firefighters or police officers will be among their guests, "so we can give them great discounts and incentives to travel. Helping the industry will help us."

"We understand today's travel climate,"



*CEO / Presidents & Ministers meeting in Aruba.*

observing gradual improvements week to week in our reservations activity. Our occupancy levels on voyages that have sailed in the weeks following the attacks have been very good."

"Definitely we are seeing that bookings are climbing back," agrees Lynn Martenstein, vice president of corporate communications for Royal Caribbean International & Celebrity Cruises. "We are using very aggressive consumer pricing and great incentives for agents. And we're putting together a very intensive marketing campaign." She points out that being flexible and accommodating can win big points with consumers. "What we are seeing is a great deal of bookings closer to the sailing date. People are maybe not ready to commit



says Lee Bailey, chairman and CEO of Caribbean Cruise Shipping and Tours, "what happened is affecting the world. So we have become flexible in our quotations to stay in business, and to help our partners stay in business."

Intra-agency communication is helping, according to Robert Hutson, director and g.m. of Foster & Ince Cruise Services, Inc. "We have been in meetings with all the major players on the island, including the Port Authority, airport, and other tour operators." This cooperation is being seen in most destinations, as both a means of showing industry support and activating the market. "We are getting reports from Tourism Authorities that we never did before, with information like hotel occupancies, flight cancellations and availability," says Robert Theofel, regional g.m. of Atlantis Adventures. "All in all, we are pleasantly surprised. Every day of every week, we are seeing things improving."

Great promotions, upgrades, and consumer and trade offers are stimulating the waters industry-wide. "It will be a matter of time and special promotional incentives," agrees Dino Schibuola, president & CEO of Costa Cruise Lines. "In response to the crisis, we have . . . created various promotional offers, including a Book & Win contest for agents, free upgrade and free third/fourth passengers promotions on select sailings for consumers. And we have increased commissions paid to travel agents," he continues, "as well as lowered the initial deposit for consumers."

"The all inclusive nature of cruises also makes it easy for the consumer to recognize the exceptional values that have been put into the marketplace; they're hard to resist!" concurs Deborah Natansohn, sr. vice president, sales & marketing for Cunard Line. "Cunard joined the other Carnival

Corp. units in offering travel agents a 20 percent commission," and, she says, in addition, "Cunard is offering excellent values to give extra impetus to agent sales. And we've stepped up our efforts in international markets, where we've always had great strength."

Certainly, the pre-attack numbers were a reflection of the public's love affair with cruises, and of the huge importance vacations play in our lives. Industry executives don't see that even terrorism can dampen the public's need to get away from it all. "We were in shock before, and our lives came to a standstill," affirms Martenstein. "The shock is slowly wearing off. We all need vacations. We work for our vacations, and need them to alleviate stress, as well as to spend time with friends and family. A cruise lends itself naturally to spending time with loved ones." †



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# Poster Competition

The Florida-Caribbean Cruise Association has selected the theme, "The Nature of the Islands: Plants and Animals of the Caribbean," for the FCCA's Foundation for the Caribbean's 2002 Children's Environmental Poster Competition.

The competition was created to promote and stimulate environmental awareness among students. This year's theme highlights the role each person plays in protecting and preserving the pristine beauty of their island. Each student must submit one poster, depicting at least three (3) plants and animals in the Caribbean or specific to his/her destination and the effect each has on the environment.

The Foundation invites all grade/primary/secondary school students, 16 years of age and under, in FCCA's partner destinations to participate in the competition. The contest will be conducted in two age categories: a junior division for children ages 12 years and under and a senior division with children ages 13 – 16.

First, second and third place winners in each category will be awarded academic scholarships of US\$2,500, US\$1,500 and US\$1,000, respectively, with their schools receiving art supplies. Finalist in both categories will be awarded US\$200.

In addition to the scholarships, first place winners from each category, along with a chaperon will be invited to accept their

prizes at the **8th Annual FCCA Gala Dinner in Miami, on March 14, 2002.**

Posters must be submitted to the FCCA by Monday, January 21, 2002 and should be on a standard size (22"x 28") poster/bristol board.



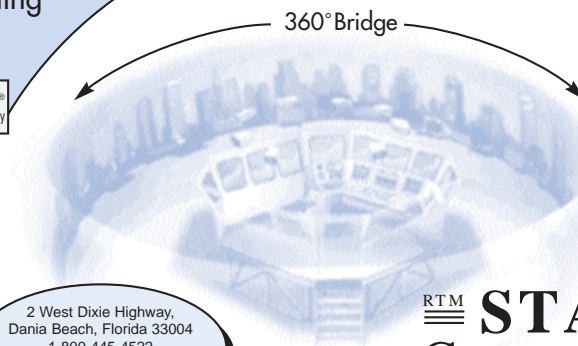
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# FCCA Tour Operator Insurance Program Pitfalls to Avoid

By: W.P. "Bill" Roversi, Vice President, Royal Marine Insurance Group

It was indeed a pleasure to meet many of you at the recent **FCCA Caribbean Cruise Conference and Trade Show** in Aruba.

The insurance seminar introducing the new tour operators program was an unqualified success and the surprisingly large turnout was much appreciated.

To date we have received in excess of 60 inquiries with more arriving daily. From my many discussions with tour operators throughout the Caribbean a number of problems have been identified. I will share those findings with you so that they might be avoided in the future.

Some tour operators have purchased *Professional Liability* policies thinking they were purchasing the proper coverage. It is not, this policy only addresses your fiduciary responsibilities and has absolutely no coverage for your tour participants. Others have purchases

*General Liability* insurance thinking that it extends to cover their tour participants, only to find that it is limited to just the office premises. This is fine if they trip over the phone cord in the office but worthless for the tour exposure. I am convinced that these incorrect coverage placements are simple mistakes and in no way an attempt to deceive. Three tips to avoid these pitfalls:

- Read your policy
- Make sure you understand what is covered
- If it is too cheap it is probably not the coverage required under your contract with the cruise lines.

Aside from simply the wrong insurance, I have also found quite a number

of coverage gaps existing in current policies. For example, listed below are some of the exclusions contained within these policies, with no corresponding endorsements to reinstate those coverages:

- Non-owned vehicles
- All watercraft
- Tour participants
- Swimming
- Snorkeling
- No worldwide jurisdiction, only local
- No additional insured.



*FCCA Insurance Program unveiled at the Conference in Aruba.*

As you can see, these exclusions create huge coverage gaps that render the policy virtually useless to you and are in direct conflict with the insurance requirements of your cruise line contracts.

The last concern I want to address is that each tour operator is responsible for "all elements" of their tours. I have been told; "I subcontract my transportation and/or watercraft and they have their own insurance so I do not have to worry about that". Nothing could be further from the truth. Ask yourself these questions:

- Do those subcontractors have the limits required by my cruise lines contract?

- Is their policy currently in force and am I and the cruise line named as additionally insured?
- Do I have a current certificate of insurance confirming the above?
- Does their policy provide for worldwide jurisdiction?
- Is the insurance company issuing the policy secure and, if so, what is their rating?

The **FCCA Insurance Policy** provides worldwide jurisdiction and while the *General or Third Party Liability* excludes auto, motorized watercraft and aircraft - the additional coverages

are available to replace the exclusions where appropriate. "The *Excess Auto Liability* provides the additional coverage over local liability limits, to whatever limit is required by the Cruise Lines. Additionally, coverage of either *Excess Watercraft Liability* or *Ground Up Watercraft* to include hull, machinery and liability is also available." That same

ground up coverage is available for Aircraft.

These coverage options were designed to meet the diverse needs of the various tour operations and the elements selected to meet the specific needs of each tour operator. Truly one-stop-shopping for the tour operators insurance needs. †

#### **For further information contact:**

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# FACES IN THE INDUSTRY

## Andre Harewood - Hotel Director, Carnival Cruise Lines

Andre Harewood has always enjoyed making a difference in people's lives and he found his calling at Carnival Cruise Lines.

Harewood, a Barbados native, began his career at Carnival Cruise Lines in 1987 as a food manager designate aboard the *Holiday* and was named food and beverage manager a short time later. In that position, his responsibilities included weekly food and beverage compliance inspections, quality control and employee training.

After serving more than 10 years as food and beverage manager, which included the launch of two new cruise ships, Harewood was promoted to hotel director in August 2001 – an unusual move and one that recognizes his tremendous leadership and professional abilities.



*Barbados*

As hotel director, Harewood is responsible for all hotel operations, including food and beverage service, as well as the steward department, pursers staff and on-board entertainment and activities. He also oversees employee training and motivation, revenue accounting, inventory control and personnel management, with all guest service-related department heads reporting to him.

While his new position entails added responsibilities, Harewood is up to the

challenge as he is able to do what he loves - making a difference in people's lives. "The greatest gift is the ability to assist in making a better world," he said. Harewood also enjoys Carnival's family atmosphere aboard the ships and appreciates the support the company has shown. "Carnival truly cares about its employees and provides them with ample opportunities to attain their goals by encouraging and motivating employees to rise to their potential," he said.

Harewood has more than three decades of experience in the hospitality industry, dating back to 1966 when he worked as an interior designer during the construction of a hotel in Barbados. He continued to work there after the completion of the hotel, as well as in a number of hotels and resorts throughout the Caribbean over the next five years, including positions ranging from busboy and waiter to wine steward and maitre'd. In 1971 he joined Norwegian Cruise Line as a waiter, where he worked for 15 years, eventually becoming food manager.

"Working my way up from the bottom to the top of the travel industry – from being a busboy to hotel director on the world's largest cruise line – is a very fulfilling and satisfying accomplishment," Harewood said. "The valuable experience and insight I have obtained throughout the years have undoubtedly prepared me for my current role and taught me what I need to succeed in this business."

Harewood, who resides in Virginia with his family, enjoys poetry writing and sculpting. He is also an accomplished bodybuilder and was named runner-up in the 1981 Mr. America competition.

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- Hapag Lloyd
- Regent Holidays
- Air Tours



# Ship Profiles

## Norwegian Star



**Inaugural Cruise:** November 19, 2001

**Shipyard:** Meyer Werft

**Shipyard Location:** Papenburg, Germany

**Country of Registry:** Bahamas

**Cruising Speed:** 25 knots

**Nationality of Crew:** International

### Size & Capacities

**Tons:** 91,000 GRT

**Length:** 965 feet

**Passengers:** 2,240

**Crew:** 1,100



**NORWEGIAN**  
CRUISE LINE

### Accommodations

**Suites:** 143

**Outside Cabins:** 618

**Inside Cabins:** 359

**Total Cabins:** 1,120

### Facilities

**Passenger Decks:** 15

**Swimming Pools:** 3

**Whirlpools:** 4 Hot Tubs

### Public Rooms

**Dining Room Capacity:** 776

**Theatre Capacity:** 1,037

### Deployment

Year-round 7-day itineraries in Hawaii

## Adventure of the Seas



**Inaugural Cruise:** November 18, 2001

**Shipyard:** Kvaerner Masa-Yards

**Shipyard Location:** Turku, Finland

**Country of Registry:** Liberian

**Cruising Speed:** 22 knots

**Nationality of Crew:** Norwegian / International

### Size & Capacities

**Tons:** 142,000

**Length:** 1,020 feet

**Maximum Draft:** 29 feet

**Passengers:** 3,835

**Crew:** 1,185



**Royal Caribbean**  
INTERNATIONAL

### Accommodations

**Ocean View Cabins:** 939

**Inside Cabins:** 618

**Total Cabins:** 1,557

### Facilities

**Passenger Decks:** 15

**Swimming Pools:**

**Whirlpools:**

### Public Rooms

**Dining Room Capacity:** 1,919

**Theatre Capacity:** 1,362

### Deployment

Southern Caribbean

7-nights roundtrip from San Juan



# Around The Caribbean



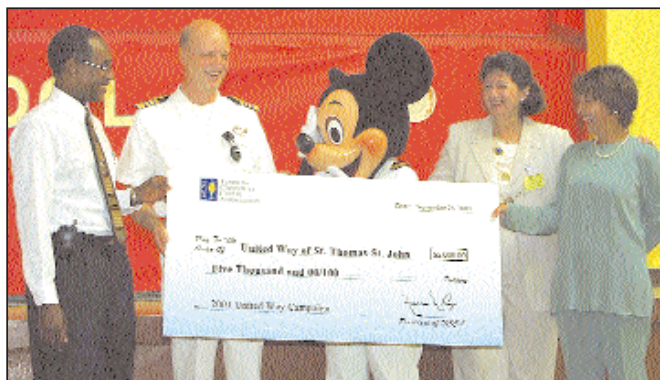
*Dr. Charles Turnbull, Governor - U.S.V.I. (center), signs Long-Term Operating Agreement.*



*The Hon. Ing. Mr. Edison Briesen, newly elected Minister of Tourism and Transportation - Aruba (second from right), at FCCA Conference.*



*The Hon. Tommy Turnquest, Minister of Tourism - Bahamas (left), receives FCCA Foundation Donation for Bahamas - National Disaster Fund.*



*Disney Cruise Line presents a check, on behalf of the FCCA Foundation for the Caribbean, to Mr. Scott Barber, President, United Way of St. Thomas - St. John.*

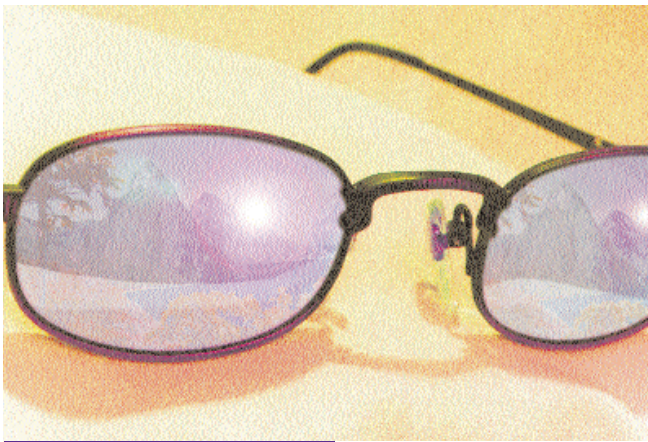


*1st place team accepts award at the 5th Annual FCCA Golf Tournament in Aruba from Ann Brown - Terra del Sol General Manager.*



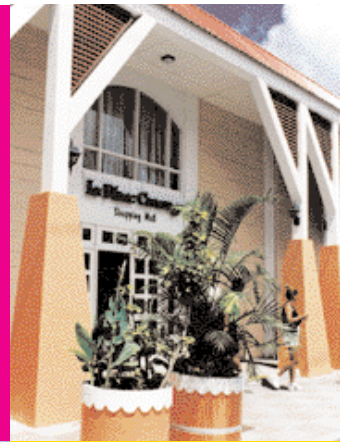
*FCCA Foundation donation for 'The Association for Battered Women' presented to the wife of Governor, Mrs. Olindo Koolman - Aruba (center).*





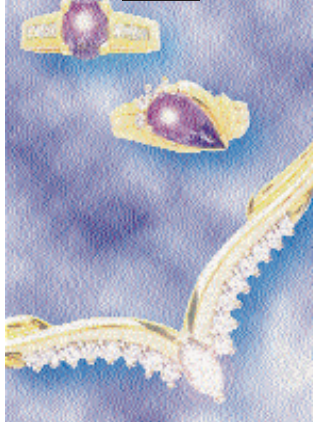
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