

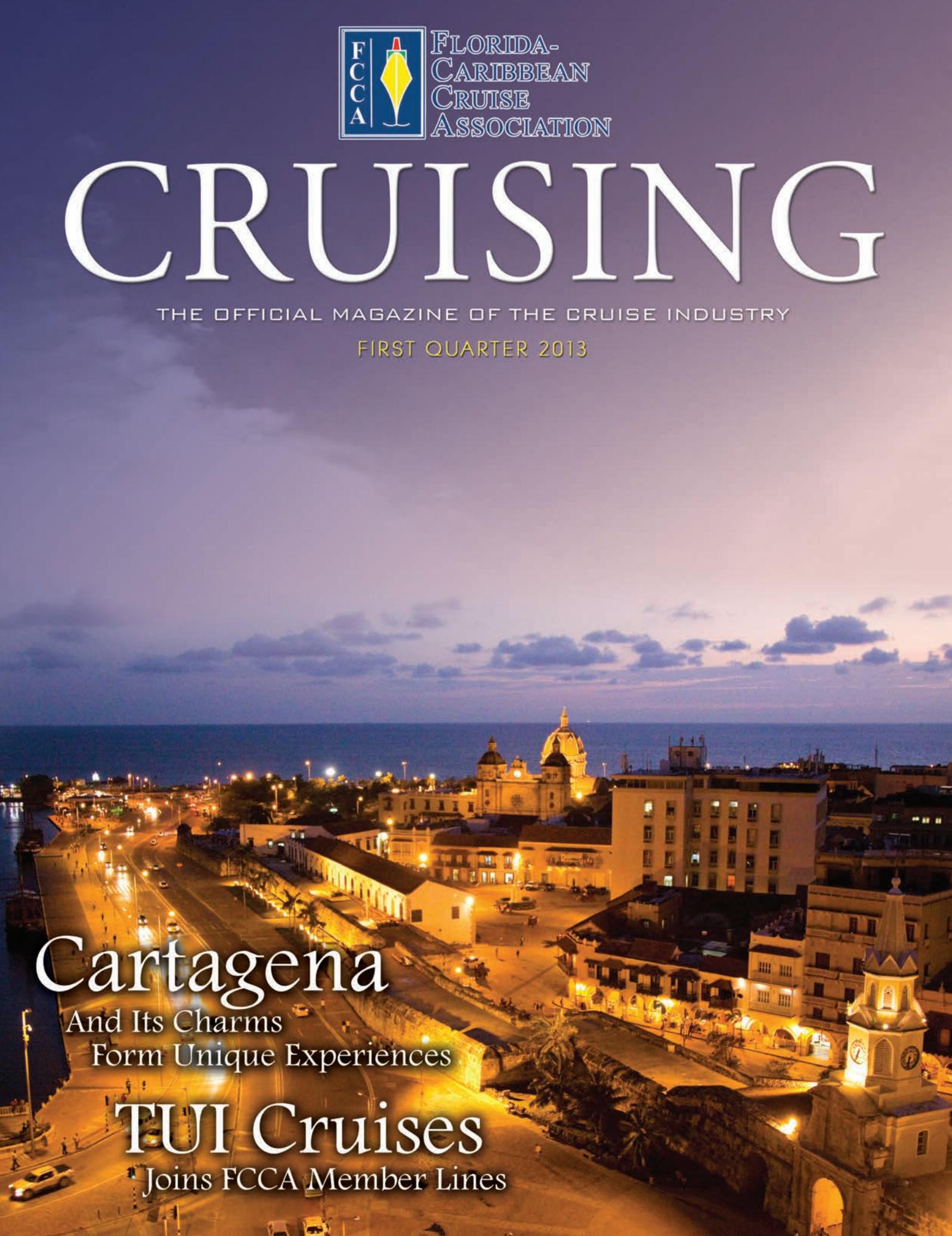


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The advertisement features a collage of images showcasing the resort's amenities. At the top, the Atlantis Paradise Island resort buildings are visible against a blue sky. Below, a man and a woman are shown laughing while riding a colorful inflatable raft down a water slide. In the center, a large blue dolphin swims in clear turquoise water. To the right, a scuba diver is seen underwater, holding a large orange and blue circular object. At the bottom left, a stone structure with a waterfall is shown. At the bottom right, a woman is smiling while holding a large grey dolphin-shaped inflatable toy. In the background, another woman is seen at a bar area.

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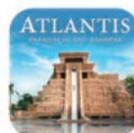
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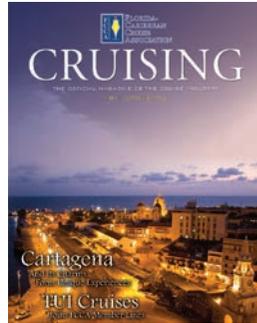
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From Left: Captain Alfonso Salas - Manager of the Port of Cartagena, Michele M. Paige, Carlos Otero, Mayor of Cartagena and Maria Claudia Lacouture - President of Proexport, Colombia

“Learn from the past, set vivid, detailed goals for the future, and live in the only moment of time over which you have any control: now.” – Denis Waitley

With the change of the year comes the posturing if we ourselves need to alter anything. The blank slate of the fresh calendar can sometimes force us to focus on our past faults and errors while seeming to offer a chance to throw it all away and start fresh. But we must avoid these delusions of destruction and instead think about how to build from this past and any errors that accompanied it. We must remember that any construction takes a solid foundation that has been established through consistency, determination and hard work.

Surely, preparation for the future is important, but we appeal to our past to do this. We look to our experience and knowledge when finding how

to progress or expand. We use our current relationships and contacts to form new ones or assist us with future ventures.

This is how the FCCA continues to evolve, as well, and this issue of *Cruising* should give you a glimpse into some of the ways that the FCCA Member Lines and Platinum Members are progressing and preparing for their future, such as through the ventures, developments and progressions Boca del Toro, Panama; Trinidad & Tobago; and Port of Houston have experiences, along with Norwegian Breakaway's imminent sail away and Royal Caribbean International's across-the-board improvements and strategy.

FCCA's own developments are touched on in the pleasurable announcement of the addition of TUI Cruises as a new Member Line and the announcement of the host destination for the 2014 FCCA Cruise Conference & Trade Show—St. Maarten. Some of the ways we help our members, who in turn help the industry, are also on display in this edition of *Cruising* as the annual PAMAC Cruise Summit is recapped; our presence and partnership at the upcoming Cruise Shipping Miami is documented with a breakdown of functions we offer during the event; Laurel Van Horn discusses the importance of travelers with disabilities; and Carnival's Care Team weighs in with their significant roles.

The future of the Caribbean and the cruise industry itself are also studied in articles on IMO's looming emissions limitations and in Will Casselton's extension of his FCCA Cruise Conference workshop, *The Magic of the Caribbean*, in which he sheds light on how the Caribbean can stay competitive in the evolving and more competitive travel market.

And of course the focus on Cartagena, Colombia is pressing for both of our futures as we prepare for the 20th annual FCCA Conference & Trade Show—taking place from September 30 – October 4, 2013—and can provide a guide for some of what Cartagena has to offer during the Conference and as a destination and tenacious competitor in the travel marketplace, especially the cruise industry.

This edition of *Cruising* is sure to provide some inspiration for your own future, and I hope you find ways to actualize your own forward movement with the rear- and side-view mirrors set. Of course, the FCCA offers many vehicles for this progression, and you can see any of them in motion and learn more about how we can travel together during any of our upcoming events.

May your year have smooth seas ahead.

Respectfully yours,

Michele M. Paige



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PortMiami: 2013 Cruise Season Marks Largest Expansion Ever



The 2013 cruise season is shaping up to be a banner one for PortMiami with the largest expansion ever of new cruise brands and new build vessels in a single season.

PortMiami welcomed two new lines, Regent Seven Seas Cruises and Disney Cruise Line, last fall. Next November, MSC Cruises will join the fleet when the upscale Italian line brings its newest ship, the MSC *Divina*, to Miami.

“Three new cruise lines in just twelve months is quite an achievement,” said PortMiami Director Bill Johnson.

Johnson also noted that PortMiami has welcomed three new build ships this year, including: *Riviera*, *Oceania*’s newest addition to the port’s growing roster of luxury ships; *Celebrity Reflection*, the fifth in *Celebrity*’s popular Solstice class; and *Carnival Breeze*, the largest ship in *Carnival Cruise Lines*’ fleet.

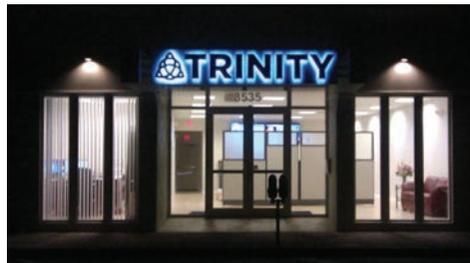
In January 2014, PortMiami will welcome *Norwegian Gateway*, one of *Norwegian Cruise Line*’s ships currently under construction in Germany.

Aquila’s Center for Cruise Excellence Tour Operators and Destinations continue to take advantage of Aquila’s FCCA-endorsed training!

Shore excellence workshops are being finalized for the spring, and we continue to work with destinations and tour

operators to register tour guides in our online program, Tour Guide Excellence International Training and Certification. This program teaches tour guides what makes an excellent tour guide and the skills to turn that knowledge into a practical reality when guiding cruise shore excursions. Exclusive FCCA member rates make this program very affordable. The Dominican Republic has joined the destinations that have registered their tour guides in our online certification program, and Columbia is planning to add this training for their tour guides this spring. We believe that training is an investment in the future of tourism and leads to the growth of the cruise industry in a destination. We look forward to continuing to work with you. For further information, e-mail Beth@TourGuideExcellence.com

Trinity Air Ambulance’s Developments and Business Continue to Soar



Trinity Air Ambulance International, L.L.C. began the year with several wonderful new opportunities. In January 2013, Trinity announced their acquisition of a new office building, expanding to a brand new 24-hour medical call center in Fort Lauderdale, FL. In addition to moving to a new site, Trinity celebrated the licensing of their first non-emergent medical transportation unit, allowing for an even quicker response time and more precise coordination on the ground when transporting patients to and from medical facilities.

Carrying this momentum, Trinity signed

a contract with Holland America Line to provide a full range of medical assistance to guests and crew members aboard all 21 Holland America and Seabourn ships. Trinity offers their assistance and medical evacuation services to both insured and uninsured guests aboard these ships, providing post-transport updates on the patient’s condition.

Trinity Looks forward to future partnerships with other FCCA Member Lines!

Further Developments in Aruba



Aruba, one of the most revisited destinations in the Caribbean, is currently investing \$1 billion USD into infrastructure and beautification efforts to improve the “One Happy Island” for locals and tourists alike. With efforts heavily focused on revitalizing the city center Oranjestad, the government has already implemented a new trolley system throughout the historical and commercial center. Island beautification efforts include the development of the largest linear park in the Caribbean, which will function as a playground and recreational area for locals and visitors. As the island’s growth and development continues, Aruba will welcome the Ritz-Carlton Hotel in early 2014. The government is also investing money into island events and festivals, such as the weekly Carubbian festival, featuring live performances and local cuisine every Thursday night in San Nicolas. The ongoing project will continue to improve upon the island’s reputation as a modern, cosmopolitan, high quality destination.

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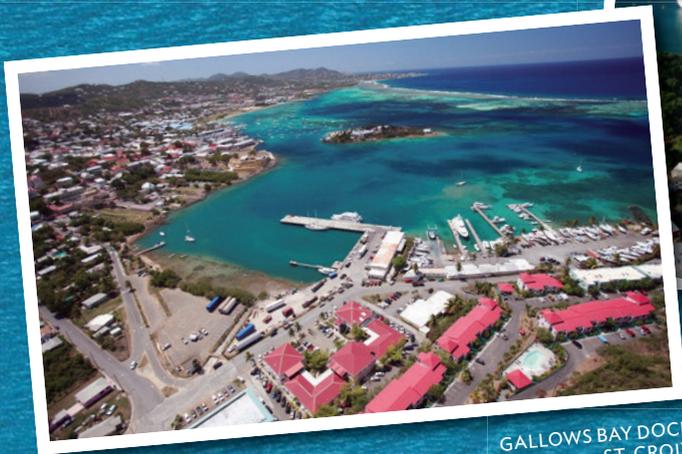
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Guadeloupe Highlights for 2013



After holding a successful homeport operation for Costa Cruises for 20 years, Guadeloupe has won more business for inter-porting from Royal Caribbean International during the 2012/2013 season.

This winter, *Brilliance of the Seas* will add Guadeloupe Islands as a new port with 23 calls. The ship will embark every week with 350 local passengers.

We will receive 2,800,000 passengers from several cruise lines, including: Royal Caribbean International, Costa Cruise Line, MSC Cruises, Crystal Cruises, Saga Cruises, etc.

This season, home porting and inter-porting will increase significantly, 100% more than last season.

The port authority has invested US \$2 million to improve the cruise terminal's facilities for the cruise lines and their guests.

Playa Mia Makes a Splash with a New Water Park



Cozumel's premier beach park has expanded to include an amazing new water park, and your vacation will never be the same! Have a blast with

family and friends at Playa Mia Grand Beach & Water Park.

Explore the Buccaneer's Bay Kids Area, a lagoon pool chock-full of fun activities, including a pirate ship, water cannons, sprays & animal slides.

Relax with your favorite cocktail at the Oasis Island Pool & Hydro Massage Tub, then make a splash on the 200-foot-long Twin Twister Waterslides.

You'll find top-notch services, facilities and exciting activities for all ages, including paddle boats, hobie cats, water trampoline, kids club, lounge chairs, shopping and much more! Combine your beach park experience with other exceptional activities, including the Catamaran Double Site Snorkel excursion in the National Marine Park or the dynamic hands-on Mexican Cuisine Workshop & Tasting Tour.

At Playa Mia Grand Beach & Water Park, the fun never ends!

Relax or Take an Adventure in Puerto Rico



Whether travelers want a relaxing beach escape or a family-friendly, adventurous excursion, Puerto Rico has options to fit everyone's needs and budget. Located at the gateway to the Caribbean, the island of Puerto Rico is 110-miles long and 35-miles wide. San Juan, the capital city, is a unique blend of old and new, with modern business structures and services alongside 500-year-old streets, colonial structures and

unique Puerto Rican flavors.

Imagine hiking in a rainforest, zip lining over a stunning mountain terrain and snorkeling with colorful fish and an occasional sea turtle. These are just a few of the experiences that make Puerto Rico a paradise for those seeking a nature-adventure trip. A mixture of Spanish, Taíno Indian and African cultures, Puerto Rico is a historical melting pot of customs and architecture, allowing visitors to glimpse into the old world. Its breathtaking natural scenery, pristine beaches, abundant activities and wide range of luxury accommodations make Puerto Rico a convenient, yet exotic, destination for travelers.

A Platinum Member's Thought Prompted by the FCCA Platinum Cruise



This year's Platinum Cruise event was held onboard *Disney Dream*, so many of the Platinum Members decided to take our families with us. This was our case as well, and I had the chance to share and enjoy the trip with my wife, Carolina, and my kids: Sebastian, Alessandra and Mattias. They had a blast, as all of us did, but more importantly they got to further develop a love for cruising, which is vital to the continued growth of our industry. It is amazing, but most of our friends outside of the industry have not gone on a cruise yet, so I have taken on the challenge to convince as many people to cruise as possible. If we all take on this challenge, we can have a positive effect on growth, which will in turn bless us with more revenue for our businesses in the future! Just a thought...

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TUI Cruises Joins FCCA Member Lines

The FCCA is pleased to announce its newest Member Line: TUI Cruises. Founded in April 2008, TUI Cruises is a joint venture between TUI AG and Royal Caribbean Cruises Ltd. The cruise brand stands for contemporary well-being holidays at sea and targets the German-speaking market opting for a premium cruise experience. Onboard products are custom-tailored for German tastes, encompassing food, entertainment, service and amenities.

TUI Cruises currently operates two

ships. The first, Mein Schiff 1, entered service in May 2009. Its sister ship, Mein Schiff 2, followed in May 2011. Their focus is on generous space and service. The ample room on the decks and the generously dimensioned cabins with balcony or veranda characterize this concept architecturally, while the personalized and attentive service ensures that even the most seasoned and quality-conscious travelers experience a fulfilling cruise that meets their particular taste.

Almost half of the pair's 962 cabins

feature a veranda or balcony up to 24 square meters in size—for withdrawing and privacy, for inspiration and room for those beautiful shared moments. The in-cabin Nespresso-machines add that special touch to a private, personal start to the day. The sundecks, covering a total of 12,000 square meters a piece, are geared for relaxation—in one of the hammocks, on a comfortable recliner or at of the ten chill-out islands on the lido deck, for example. And of course the generous, two-deck spa areas are a welcoming way of succumbing to TUI Cruises' well-being over the waves.



Both cruise liners have a ship's complement of about 780 crew members, coming from 50 nations. They are available 24/7 to make sure passengers want for nothing. Whether in the restaurants, bars, spa area or in the cabins, service is paramount to TUI Cruises. Most restaurants have table service, and if so desired, hosts are happy to show passengers to their table. The hosts are also the first point of contact for any wishes, matters or queries passengers may have. They are always there where passengers spend their time, present to help with the cruise's smooth operation while maintaining a watchful eye and the well-being of passengers. The evening cabin service, German-speak-

ing tour guides for shore excursions, personal trainer in the sports area and many more details also ensure that passengers know they are personally attended to on all 13 decks and onshore outings.

The same kind of individuality and service are featured in TUI Cruises' catering and gastronomy. The various restaurants and bistros (nine on Mein Schiff 1 and eight on the Mein Schiff 2) welcome passengers to delectation without limitation. There are no pre-set meal times to be chosen at the start of the cruise. Instead, passengers are free to choose any time between the numerous restaurants with table service. TUI

Cruises offers all this with a premium all-inclusive concept. From Italian delicacies in the Bistro La Vela to specialties in the Gosch Sylt fish restaurant and cocktails in the TUI Bar, almost all drinks and meals in most restaurants, bars and bistros are included in the cruise price.

TUI Cruises' itineraries also value diversity and individuality. In addition to trips to venturing to the western and eastern Mediterranean and different routes along the Canary Islands and the Caribbean, explore all the wellness TUI ships have to offer along the Baltic Sea, the North Country, United Kingdom, Iceland and Dubai from the Arabian Gulf.

These core values paired with the growing market and popularity of the Mein Schiff ships make it obvious why there is a strong demand for TUI Cruises to expand its fleet and operations. The contract has been sealed with Finnish shipyard STX for delivery of a new ship in 2014, which will be approximately 294 meters long and span 15 decks with 1,250 cabins. The majority of the "well-being" ship's cabins—90 percent—will be outside rooms, with 82 percent having balconies. The 97,000-GRT new build will carry approximately 2,500 guests based at double occupancy and set heightened environmental friendliness standards for the cruise line.

This expansion reflects the FCCA's own through TUI Cruises' addition as an FCCA Member Line, and it displays the dynamic nature of the cruise industry itself. This is an industry that constantly moves forward and never stays stagnant. Its focus on continually developing new, innovative products and markets is seen in every facet of its operations, and the FCCA is proud to mirror this progression through the inclusion of TUI Cruises as a new partner and Member Line.



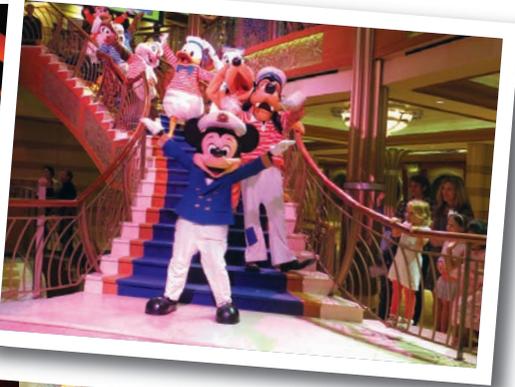
FCCA PAMAC Cruise Paired Platinum Members with Key Cruise Industry Decision Makers for Business and Family-Friendly Fun Aboard Disney Dream

Over 100 Platinum Members and over 40 cruise executives from the various FCCA Member Lines congregated at Port Canaveral to board Disney Cruise Line's new *Dream* with their families and business partners. This was the launching point for the annual FCCA PAMAC Cruise Summit, though many participated in the pre-festivities hosted at Disney's various theme parks, including an evening function on a private terrace overlooking EPCOT's fireworks show, IllumiNations: Reflections of the Earth. Taking place from January 24th-27th, the PAMAC Cruise offered a schedule of meetings, receptions and specialized activities, giving the members prime opportunities to discuss trends, develop ideas, promote their products and destinations and develop or cultivate lasting and worthwhile relationships with some of the most significant decision makers in the industry—cruise executives varying from the fields of shore excursions, port

operations, itinerary development, product development and more.

From departure to disembarkation, the agenda was stacked with meetings and structured functions designed to foster the development of working relationships, the exchange of ideas and promotion of the members' products. It commenced after the ship's sailing on January 24th with the Business Card Exchange Reception, hosted by Karl Holz, president of Disney Cruise Line. Here, the members and executives were able to meet or reacquaint themselves while discussing any recent trends, developments, ideas, etc. while learning how to make this information applicable to their own operations.

Dinner followed, where the members and executives grouped together to continue their discussions and joining more to increase perspective, all the while enjoying the



wonderful innovations and extravagance that Disney Imagineering created. One of the main features of these events is the collaboration that is possible by bringing together some of the premier players of the destinations' private and public sectors along with the FCCA Member Lines Cruise Executives, for this is the best way to learn from each other. Tables were privately set in *Dream's* multitudinous dining rooms throughout the cruise, and executives and Platinum Members (along with their families) were able to choose their tables and conversation partners. This arrangement helped establish free-flowing conversation and guaranteed that members the ability to interact with executives even during dinner with their families.

Friday, January 25th started with one of the most important proceedings of the Summit, the PAMAC Meeting. In this meeting, members and executives gathered around an experienced panel to share and discuss the latest developments and issues in the industry—from the global and national level to individual concerns/questions/input of the members. Any topic is open to conversation by the members, panel and executives in order to ensure that everyone in attendance is informed of all the latest happenings and how to best actualize

the knowledge gained. Plus Platinum Members are able to give pertinent, and often enlightening, presentations.

As Matthew Sams, vice president of Caribbean relations, Holland America Line, tells, "I am honored to be a vice chairman at the PAMAC Meeting. This is an important feature for relaying all of the latest information to the members while also giving a chance to know how to best learn from it and implement what they need to fully take advantage of this knowledge—from an individual operational level to steps they must take to improve their regions."

To balance business with a little bit of pleasure, members and executives disembarked in Nassau, Bahamas after the PAMAC meeting, but not before getting banded for their day and tour(s) at Atlantis, Paradise Island. The decadent resort/aqua park/casino/FCCA Platinum Member set the stage for an incredible day and event for every member, executive and their family, with food, drinks, entertainment tours and transportation for all. While enjoying their days filled with dolphin swims, water slides, scuba diving or even walking with sharks, the members and executives had a chance to get to know each other (and in many cases, families) in a different, softer light.



The tour offerings also played a significant role tour operator members, offering a hands-on course for improving their offerings by reversing their role and seeing what they want to experience and how they want to be treated. Furthermore, it allowed a chance to see how other operators manage crowd control and the flow of passengers, transportation from and to the cruise ship, how to interact with the passengers as soon as they leave the ship and more. It also gave a chance for more potential business relationships by offering an opportunity to synergize products and offerings.

One-on-one meetings took place Saturday morning, giving the members a chance to meet with the cruise executives of their choosing, those who best applied to the members' product or destination. This provided the opportunity to promote and pitch their products to those that make the decisions of what is offered onboard cruise ships and which ports will be included for current and future itinerary development. Additionally, this supplied the most focus for the executives to offer any changes or input that is necessary in order to make a more viable business model and the operational information from the cruise lines' perspective in order to know how to best suit their product or destination for the cruise lines.

Federico Gonzalez-Denton, director, government and community relations for Royal Caribbean Cruises Ltd. knows the importance of these meetings: "The one-on-one meetings allow for us to address the specific concerns or learn about new products from Platinum Members. This is an important tool for both the members and the cruise industry. For us, we frequently learn about new developments and products, and

we are able to help fine-tune them to best fit the cruise lines. For the members, it gives them a real vantage point in knowing what the lines are looking for and how to appeal to them." After the meetings, attendees could enjoy their free day snorkeling, riding bicycles or just floating and relaxing in Disney's Castaway Cay with the Getaway Packages provided by the line. The line also hosted a farewell reception at the Heads Up Bar on Castaway Cay to ensure that members had the opportunity to talk with whomever they needed and left no ends untied while saying their final goodbyes. By bringing everyone together on the last evening, the sense of urgency was there, encouraging members to wrap up any ongoing discussions or get them started with the members/executives they might not have spoken with as much as they had planned. However, the mood was still light enough for Tom Wolber, senior vice president of operations and COO of Disney Cruise Line, to crack jokes during his address of the swimwear-clad audience.

This farewell provided another perfect example of the atmosphere created by FCCA's Platinum Member events. It is crucial in this industry to be able to establish the right relationships and gain the necessary knowledge of how to appeal, promote and develop products and destinations to the right entities. This is one of the FCCA's main functions and why it offers proceedings like these that gather some of the most significant decision makers and prominent professionals in the industry to establish and foster partnerships; develop and promote their products and destinations; cultivate ideas and learn from the latest trends and information in settings that also provide the laid-back fun that leads to real connections and relationship building.

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Cartagena and Its Charms Form Unique Experiences

It is no secret that Cartagena is one of the most charming cities in the Caribbean. Its colonial architecture, unique geographical location, pleasant climate and wide range of tourist attractions have earned this city important accolades and countless literary and journalistic writings that have positioned it as a place of legend and beauty.

Those honors kept coming in 2013 and substantiated Cartagena and Colombia's potential. The portal *NXTBOOK*, one of the most viewed digital media outlets in the United States, included "the Heroic," as this city is also known, in this year's must-see 25 destinations list.

In an article of recommended destinations for 2013, the Canadian newspaper *The Globe and Mail* described Cartagena as one of the most important cultural cities in Latin America.

Travelers to Cartagena can embrace in some of its historic

and cultural treasures, including visiting its museums; enjoying local and international cuisine in its distinctive and wide-ranging restaurants; and walking the 7-mile fortress wall that safeguarded the harbor from pirate attacks in Spanish colonial times.

In addition to fulfilling historic interests, Cartagena also offers nature-related experiences, serenity, fun under the sun and the beach. The latter two are considered the most alluring among foreign visitors.

Other visitors look at Cartagena to celebrate weddings and honeymoons, practice golf, buy clothes and accessories from renowned designers, or to host corporate conferences and conventions.

Proexport—in charge of promoting tourism in Colombia—has worked diligently to keep the country in global relevance, including the political, the economic and the social



sphere, and to promote it as a destination for cruise ships and international events, as well. One of Proexport's best successes came in 2011, when the country was chosen to host the 20th annual *Florida-Caribbean Cruise Association* (FCCA) Cruise Conference & Trade Show in 2013.

The FCCA Conference, the Event of the Year

Cartagena will host this magnificent event held between September 30 and October 4, 2013 in the Cartagena de Indias Convention Center, Hilton Cartagena, Charleston and Caribe hotels. This is truly an accolade to Colombia's effort in achieving and increasing cruises' return to national shorelines.

One of the first tasks towards achieving that goal was to work through the public and private sectors to integrate the country into the FCCA, which began in 2004 with the organization and promotion of Santa Marta, San Andres and Cartagena—Colombia's stunning vessel destinations.

Then the Colombian Pacific coast was incorporated as a cruise destination in 2012, and cruise lines like Expeditions Lindblad and Sea Voyager already include Bahia Solano in their itineraries.

The results speak for themselves: Colombia had 53 cruise calls in 2006, rising to 168 in 2012. In addition, the number of passengers increased from 50,946 in 2006 receiving to last year's 254,403 visitors, according to the Ministry of Commerce, Industry and Tourism as of November.

This event is also an opportunity for the country to showcase some of its advances made in the industry in recent years. For instance, Cartagena de Indias has become an inter port for cruise lines like *Royal Caribbean International* and *Pullmatur*, some of which have even decided to increase ship capacity.

Pullmatur's Monarch will begin year-round operations in Colombia next April. This cruise line embarks around 800 people in Cartagena, and it is expected that this new ship will double the number of passengers to 1,600.

Major ships of cruise lines such as *ResidenSea* and *Carnival Cruise Lines* have returned for the 2012-2013 season, which began on August 28th and will run until July 27th, and Disney Cruise Line's arrived for the first time in late 2012.

During mid 2012, the prestigious Japanese cruise *Asuka II* first came to Cartagena after stopping in 17 countries, and its positive experience there encouraged a second return in 2013. Also in January 2013, cruise lines like *Phoenix-Reisen*, *Paul Gaugin* and *Kristina Cruises* made landfall.

"Colombia is proud of hosting the Cruise Conference & Trade Show of the FCCA. We are eager and confident it will be a striking event to remember. Cartagena will showcase its competencies of accommodating sizable capacities of tourists and business travelers," said Maria Claudia Lacouture, president of Proexport.

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FCCA + Cruise Shipping Miami = Opportunities for Success

Cruise Shipping Miami is an exciting time for the FCCA. It is one to renew or create business partnerships, cultivate ideas and tackle issues affecting the cruise industry with the increasingly global congregation. Of course, these opportunities are vast during this event's standard programming, especially given the dynamic, constantly growing nature of the cruise industry.

However, this is also a time for the FCCA to maximize these chances for its Platinum Members. After all, UBM Live—the organizers of Cruise Shipping Miami—and the FCCA have developed a strong, synergistic relationship. So the moment is also good to reflect on that, along with its advantages, history, present and future.

For nearly a quarter-century, Cruise Shipping Miami and the FCCA have worked together for the success of the cruise business, initially regionally in south Florida and the Caribbean Basin, but increasingly globally.

The collaboration began back in the early 1990s, with FCCA actively participating in the planning and organization of the Cruise Shipping Miami show and UBM supporting the FCCA's Caribbean-based annual meeting, fund-raising events and charitable activities.

As UBM grew its global portfolio of Cruise Shipping events—including maritime events Cruise Shipping Asia-Pacific, Seatrade Med, Marintec China, Naval Shore and Sea Japan, plus an array of digital products like webinars and Cruise Shipping Virtual online shows—the FCCA continued to be a supporter wherever the collaboration took it.

“FCCA is an essential partner in our growing group of cruise- and maritime-related events,” said Daniel Read, director of UBM's Cruise Shipping Portfolio. “As we go forward, we will continue to count on FCCA's ongoing support.”

Today that support comes for the other members participating in Cruise Shipping Miami. As with everything in which the FCCA participates, one of the FCCA's main goals is to positively impact the working relationship between its Platinum Members and Member Cruise Lines. This is why Platinum Members are on a first-name basis with the FCCA Member Line executives.

It is through these interactions that relationships are born, which provides the best way to get your foot in the door or to create a doorway in the first place. It is also why the FCCA Platinum Membership program truly is a vital resource for any entity doing or desiring business with the cruise industry. Working directly with the key decision makers is simply the best way to reach your goal and save time and money.

To foster these engagements during Cruise Shipping Miami and actualize



its resources and attendees, the FCCA programs a block of functions coinciding with the event. These gatherings and features ensure that Platinum Members always have a direct line to the FCCA Member Cruise Line executives and each other.

The FCCA booth itself (#687) will host many of these during the 2013 event. Besides serving as a one-stop shop for all attendees to learn more about the FCCA and what it offers, the booth also acts as an event organizer. Proexport Colombia and the Port of St. Maarten have sponsored cocktail receptions at FCCA's booth to promote their destinations and companies while bringing together the Platinum Members and cruise executives in a private atmosphere. Additionally, many of the same executives and members will cycle in and out of the booth for meetings arranged by the FCCA.

Of course, there are also the annual FCCA events that have become synonymous with CSM for many cruise executives and Platinum Members. An annual pre-event takes place at FCCA President Michele Paige's residence to offer members and cruise executives an intimate affair (along with delectable fare and libations) so they can reacquaint and prepare for the long days ahead.

The FCCA Gala Dinner and Entertainment Extravaganza offers a chance for any participant to spend the evening with a cruise executive hosting tables for an unforgettable evening and cause. In its 19th year, the 2013 FCCA Gala will be held Wednesday, March 13 at the Miami Beach Convention Center. Made possible through the partnership between the FCCA and event sponsors Port Everglades and PortMiami, the Gala's festivities include a 90-minute cocktail reception with the prestigious attendance, followed by a silent art auction composed of a magnificent collection donated by Park West Galleries.

However, the main attraction of the night is the Gala dinner. This is because attendees sit at tables headed by the cruise line executive of their choice, all representing Florida-Caribbean Cruise Association Member Lines and valuable networking opportunities. Tables with Member Lines' presidents and CEOs are sponsored tables that allow personal attention from the distinguished host. Table sponsors will also enjoy special benefits and recognition during the evening.

But it cannot be overlooked that the Gala benefits the FCCA Foundation, with 100 percent of the proceeds going to the non-profit, charitable organization. Created in 1993, the Foundation

funds humanitarian causes in the Caribbean and Latin America. Numerous worthy projects receive funding each year through the FCCA Foundation. Most recently, the FCCA Holiday Gift Project brought smiles to the faces of nearly 7,000 underprivileged children throughout the Caribbean and Latin America.

To close out CSM is the FCCA Official Cruise Shipping Miami Party. Taking place at LIV—the hottest nightclub in Miami—for a second consecutive year, this is a long-awaited reprieve after a week of meetings, receptions and business dinners. It is a chance for the tired, sore and overworked attendees to loosen their ties, let down their hair and put on their dancing shoes for a fun night with some of the cruise industry's most important decision makers.

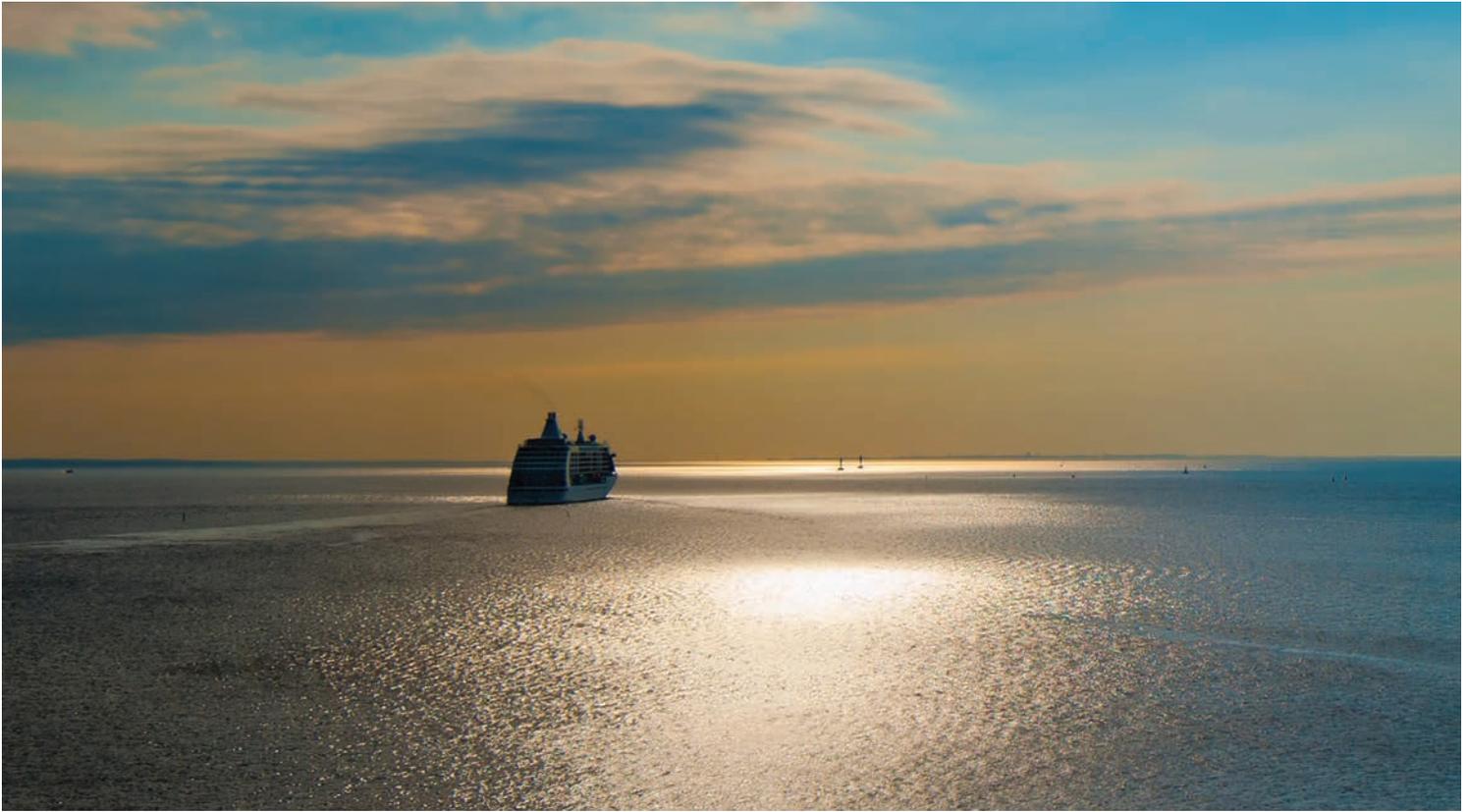
Indeed, 2013 Cruise Shipping Miami has much in store for its participants with its success-proven formula combined with many new features by UBM, along with good news about the growth and future of the cruise industry. But it is the FCCA that offers backstage passes so you can talk to the real rock stars, and you can pick up your ticket for the Gala event by simply stopping by booth—#687—to learn more about the FCCA and how it can benefit you.



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Danger Zone: ECA Regulations Could Yield Distressing Consequences

Cruise lines have always benefitted from having a moveable commodity; the ability to change itineraries has allowed them to avert crises like hurricanes and civil unrest. It also gives the cruise industry a unique opportunity to maximize value through optimizing itineraries and penetrating untapped markets. Like any business, financial performance is a determining factor for the cruise industry.

That is exactly why the proposed ECA could have such a drastic and expansive effect. To put it simply, ships within 200 miles of the North American coast (the North American ECA, or emission control area) are required to use fuel that is 1.0 percent sulfur. Regulations would reduce that to 0.1 percent by 2015. In addition to this 200-mile blanket, Puerto Rico and the U.S. Virgin Islands fall under the same regulations as existing IMO-controlled ECA's, as well as the Baltic and North Seas.

Lower sulfur fuels come with a much higher price tag—around twice the price of current fuels. The proposed regulation could yield extra costs of up to \$185-\$215 million in 2015, as estimated by Carnival Corporation. This is perhaps

why David Dingle, CEO of Carnival UK, refers to the regulations as the “biggest single threat to the cruise industry.”

In order to weather the storm, the cruise industry must do one of the things it does best: adapt. To do so, itineraries will change. Adam Goldstein, CEO of Royal Caribbean, noted that the ECA zones are already being drawn on cruise line itinerary planning maps, with the lines evaluating how much time each ship will spend within the zones and what flexibility the lines have to avoid them. Additionally, Royal Caribbean recently obtained approval for fleet averaging of turbine-powered ships, which will reduce costs for a few of their ships.

Julie Benson, vice president, public relations at Princess said that they seek to reduce fuel consumption through “itinerary optimization,” e.g. reviewing the number and order of ports visited. Traveling slower and visiting fewer ports has become one of the options to reduce expenses.

Micky Arison, CEO of Carnival Corp., has said that if a choice were presented between a U.S. Caribbean destination with ECA rules (i.e. Puerto Rico and the U.S. Virgin Islands)

and another Caribbean Island, e.g. Grand Turk, itineraries could change in favor of the less costly option.

Of course, relocation is also an alluring choice, which is partly why Royal Caribbean moving 70% of its fleet to Europe in 2011 was both understood and unsurprising. Other lines have followed suit to Europe, along with populating more untapped markets, such as Australia and Asia, and created a more global industry.

All of these options have a common trend: fewer ships and calls for the North American, Caribbean and Baltic/North Sea markets. Yes, there will still be ships visiting these destinations. But with, for example, an additional \$100 per passenger for an Alaskan cruise (which would spend its entire time within the regulatory zone), cruising would obviously become less affordable and result in reduced cruise tourism for the destination.

The availability of abundant drive-to homeports could also become a thing of the past. Simply put, lines are going to position their ships where they spend less time in ECA zones, and some of these ports might fall by the wayside. This could cause a paradigm shift for many new ports and the cruise lines utilizing them, such as Carnival Cruise Lines. Along with the lost ships and revenue for these markets, this would also result in increased cost of travel for many potential cruise passengers.

Indeed, fewer cruise ships operating in ECA zones could very well lead to some pretty devastating impacts. Though land-based tourism will still be popular throughout the affected cruise destinations, especially in a region like the Caribbean, the destinations stand to lose a large portion of their GDP's cruise-related expenditures, such as head tax, passenger/crew spending, etc. Of course, the hundreds of millions of dollars generated by cruise-related employment would also be missed, sending many shop/business owners and tour operators to adapt their business models, if not eliminate them entirely, and likely ending or slowing the careers of many port workers, taxi drivers, restaurant workers, shop attendants and many more. The loss of cruise passengers returning for land-based visits could also send harsh waves to destinations' economies. (After all, most cruise passengers use cruises as a way to sample destinations and decide if they want to return as stay-over guests.)

On the North American front, a realignment of cruise ships or ports would risk substantial losses of jobs (in a period where jobs are becoming increasingly difficult to find) and city/state funds. Besides the loss of revenue generated from the port itself (e.g. head tax, parking, etc.), there would be lost spending from cruise passengers that visited the surrounding shops,

restaurants, attractions, hotels, airports, etc. Also, fewer people would fly to these cities, which could lead to the airlines dropping/changing their routes, causing an even further decline.

It should also be mentioned that all areas falling under the ECA zones would be at a competitive disadvantage in the shipping industry and face lost GNP and importing opportunities.

Yet this is all contingent upon the imposition and enforcement of the regulations, with no consideration for alternative approaches. As Stein Kruse, president and CEO of Holland America Line, stated, "If we can have reasonable dialogue, we may be able to avoid some of the unintended consequences."

The impact of the ECA hits cruise ships especially hard because cruise ships spend more time within 200 miles of shore than most container ships or other cargo vessels. This helps explain why some cruise industry officials feel like the industry is once again being unfairly singled out.

As an example of a past case of unnecessary, unfair and extraordinarily harsh measures, Kruse shared the industry's experience with wastewater regulations that apply solely to cruise ships in Alaska: "The cruise ships are being held to a higher standard than any facility shoreside in Alaska. We cannot even take on fresh water in some ports in Alaska because...it has a higher copper content than what Alaska allows us to discharge in Alaska. That's how crazy it's gotten."

Cruise lines want to be good environmental stewards. In many cases, their own standards are higher than state regulations, as is the case with wastewater treatment and recycling, and support fair and logical regulation. Current ships have even been designed to be more fuel-efficient; have voluntarily switched to land-based power sources, rather than running their engines when docked, in cities with poor air quality; and are testing exhaust scrubbers to further reduce emissions.

The cruise industry's resilience has been tested by hardships like the Iranian revolution, oil crisis of the 1980's, launch of Desert Storm, 9/11, soaring gas prices and the recent economic recession. The industry will find a way to persevere. Unfortunately for many North American, Caribbean and Baltic cruising hubs, the route for adaptation may be mapped elsewhere.

Fortunately, industry representatives are currently engaged with EPA in discussions on alternatives that would be less economically harmful, but would still achieve the objectives of reducing harm from emissions. Hopefully the EPA will come to understand the negative consequences that can result from the proposed regulations and work with the industry toward the reasonable outcome that Kruse and the rest of the industry desire.

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Norwegian Breakaway Brings the Best of NYC to Sea

Norwegian Cruise Line is counting down the days until the arrival of one of 2013's hottest, most anticipated new ships, Norwegian *Breakaway*. Also known as "New York's Ship" for its New York-inspired amenities and features, *Norwegian Breakaway* will bring the best of NYC to sea when she arrives to her year-round homeport in early May 2013, offering the high-caliber dining and entertainment options that New York is known for worldwide.

The ship's groundbreaking design includes an open-air boardwalk, the Waterfront, and 678 Ocean Place—a wide range of indoor and outdoor venues on three dynamic decks that will create a whole new complex at sea, enhancing guests' connection with the ocean. *Norwegian Breakaway's* entertainment will include three Broadway shows: five-time Tony nominated *ROCK OF AGES*; the dance sensation *BURN THE FLOOR*; and *CIRQUE*

DREAMS & DINNER JUNGLE FANTASY. The famed comedy troupe *The Second City*, *Howl at the Moon* dueling pianos, and New York's own *Slam Allen* will perform on the vessel. *Norwegian Breakaway* will also feature an exciting fireworks show on every cruise that will dazzle guests on the second-to-last night at sea each week, and will be the grand finale of a decadent 1980s-themed deck party.

Celebrity Chef and Food Network star Geoffrey Zakarian will also debut his first restaurant-at-sea on *Norwegian Breakaway*: *Ocean Blue* by Geoffrey Zakarian. Master Baker Buddy Valastro, star of the popular TLC television series "*Cake Boss*" and "*Next Great Baker*," will open an extension of his family business, *Carlo's Bake Shop*, onboard. The ship will feature a total of 28 dining options on board and an ice bar, which will be kept at 17 degrees Fahrenheit and feature New York City-inspired specialty cocktails,

as well as ice sculptures of the Brooklyn Bridge, Statue of Liberty and the Chrysler Building to pay homage to New York City.

The top decks of *Norwegian Breakaway* will feature the first *Aqua Park* at sea with five full-size water slides, including twin *Free Fall* slides, the first ever at-sea, and a three-story sports complex that includes the largest ropes course at-sea, a nine-hole miniature golf course, basketball court, rock climbing wall and more.

The ship will also feature a rich mix of stateroom options, including the *Haven* by Norwegian, comprised of 42 suites at the top of the ship and 18 additional suites located throughout the ship; the innovative studios, designed and priced for solo travelers; the re-introduction of oceanview staterooms, balcony and mini-suites; along with spa balcony, mini-suites and suites in close proximity to the spa.



The inaugural events in Europe, taking place in late April, will culminate with the ship's spectacular christening in New York on May 8, followed by a two-night exclusive inaugural cruise. One of New York's most illustrious and beloved icons, the Rockettes, are set to serve as the ship's Godmothers. During a second preview sailing over Mother's Day weekend, May 10-12, the ship will host New York-area mothers affected by Hurricane Sandy as part of the line's participation in the special holiday giveaway episode of Katie Couric's talk show, *Katie*.

Norwegian Breakaway will begin her weekly summer seven-day cruises to Bermuda on Sunday, May 12 with a special guest onboard, the line's chief executive officer, Kevin Sheehan. As part of their role as Godmothers, two Rockettes will sail aboard the first six sailings of *Norwegian Breakaway*, beginning May 12, and the first sailing of each month thereafter, taking part in special events for guests to enjoy. Beginning in October, New York's ship will offer voyages from the heart of Manhattan to the Bahamas & Florida and the southern Caribbean.

For more information on the incredible features and accommodations on *Norwegian Breakaway*, visit www.breakaway.ncl.com. To book a cruise on *Norwegian Breakaway*, contact a travel professional, call Norwegian at 800-327-7030 or visit www.ncl.com.



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Operating 22 of the world's largest and most innovative cruise ships, Royal Caribbean International set on a unique expansion strategy for the growth of its business. For its more than 40-year history, the cruise line has always been known for innovative cruise ship designs, compelling itineraries to exciting destinations, and its friendly and engaging Gold Anchor Service from every member of its staff and crew.

Having helped grow the U.S. and Canadian cruise market to become the world's largest, Royal Caribbean took an unconventional step again and looked beyond its borders to seek growth in new and emerging markets around the world.

Its mission was to turn one of the most popular North American cruise lines into the one true global cruise brand.

As early as 2007, Royal Caribbean International announced that the cruise line's third Freedom-class and next newest ship, *Independence of the Seas*, would be dedicated to British vacationers and launched at Southampton, U.K. in 2008. The move was unprecedented for the brand. *Independence of the Seas*, the industry's largest and most innovative cruise ship at the time, would be dedicated year-round in European waters.

"This significant step was part of the company's strategy of international business development and expansion into emerging and high-growth cruise markets," said Richard Fain, chairman and chief executive officer of Royal Caribbean Cruises Ltd. "Bringing *Independence of the Seas* to the United Kingdom further developed our global

operations and reinforced cruising as an enticing vacation option for travelers in the region."

That same year, the cruise company established its international division and appointed Michael Bayley as its senior vice president to lead all marketing and sales strategies in emerging markets outside of the U.S. and Canada. Bayley, now president and CEO of sister-line Celebrity Cruises, was credited for growing Royal Caribbean International's awareness around the world and expanding the company's satellite offices to 11 in established and emerging markets around the world.

One of those markets was Australia. The number of Australians who took a cruise holiday had more than doubled in half-a-decade's time, and in 2008, an office was established in Sydney to perfectly position Royal Caribbean to take advantage of the region's increasing interest in cruising.

Royal Caribbean's prospects in other regions of the world also came to fruition that year, establishing additional offices in Shanghai and Beijing, China, and Sao Paulo, Brazil.

"The cruise market in Brazil is one of the fastest growing in the world, and with increased investment and commitment, we aim to accelerate this trend," noted Adam Goldstein, president and CEO of Royal Caribbean International.

With regard to developing the China cruise market, Royal Caribbean has deployed *Legend of the Seas* in the Far East since 2010. The cruise line is anticipated to redeploy *Legend*



Adam Goldstein with Senior Management of Royal Caribbeans Asia-Pacific offices aboard *Voyager of the Seas* when the ship made the maiden call at Singapore's new Marina Bay South cruise terminal on May 26, 2012. From left to right in the front row with the scrolls: Kelvin Tan, director of Business Development, Asia Pacific; Dr. Zinan Liu, Managing Director, China & Asia Pacific; Capt. Charles Tiege, Master of *Voyager of the Seas*; Jennifer Yap, Managing Director, Singapore; Adam Goldstein; and Collin Clarke, Hotel Director of *Voyager of the Seas*.

of the *Seas* to Europe and the Caribbean in 2013, and dedicate *Voyager of the Seas* and *Mariner of the Seas*—each approximately twice the size of *Legend of the Seas*—to Australasian waters.

If 2008 was an indicator of things to come, then 2009 did not disappoint. Royal Caribbean welcomed *Oasis of the Seas*, the world's largest and most revolutionary cruise ship, and sister-ship *Allure of the Seas* one year later. The new class of ships introduced a diverse variety of onboard amenities that still leads the industry today and most likely will for a while. The ship was 40 percent larger than the next largest cruise ship and allowed the cruise line to offer amenities on a cruise ship that most could not have imagined, such as a zip line, a park with more than 12,000 live plants and trees, 26 onboard dining options and an AquaTheater that hosts aerial, high-dive performances.

“Having the *Oasis of the Seas* and *Allure of the Seas* sailing the Caribbean year-round has enabled us to bring many of our other spectacular ships to distant lands and new vacationing markets,” said Adam Goldstein, president and CEO of Royal Caribbean International. “Our feeling was that the Royal Caribbean International experience was built on several universal tenets that could appeal to vacationers from around the world.”

But Goldstein isn't resting on the laurels of Royal Caribbean's past, but is pushing ahead to update the Royal Caribbean fleet as they are dispatched throughout the world to hungry cruise markets. *Oasis of the Seas* and *Allure of the Seas* had developed a worldwide following, and vacationers wanted their own little Oasis-class experience in their region. As part of its globalization strategy, Goldstein gave the green light to revitalize the fleet and introduce the most highly rated Oasis-class amenities throughout the line's older ships. Up to

eight new specialty restaurants are being added to each ship, and new aerial entertainment are being deployed in unconventional spaces.

The cruise line also is bringing its strategic partners to international audiences. One example is the cruise line's partnership with DreamWorks Animation. Together, they debuted the DreamWorks Experience, parades, themed activities and events based on DreamWorks Animation's popular feature-film characters from *Kung Fu Panda*, *Shrek*, *Madagascar* and *How to Train Your Dragon*.

Now, the DreamWorks Experience is being shared with Chinese and Australian vacationers aboard *Voyager of the Seas* and *Mariner of the Seas*, Europeans aboard *Liberty of the Seas*, in addition to travelers from around the world that travel to the Caribbean to sail aboard *Allure of the Seas*, *Oasis of the Seas* and *Freedom of the Seas*.

Even now, the cruise line has announced a new and what promises to be another industry-revolutionizing class of cruise ships, the Quantum class. Although not as large in size as its Oasis-class cousins, *Quantum of the Seas* and *Anthem of the Seas* will be just as packed with the exciting, never-before onboard experiences that will thrust the industry forward again.

Where the new ships will go and what guests will find onboard is still yet speculative. However, Goldstein advises fans to stay tuned for that and further announcements on the confirmed new Oasis-class vessel.

“We never stop trying to make the experience even better,” Goldstein concludes. “And no other cruise line can offer the same high quality vacation experience with such an array of choices that cater to every guest.”

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St. Maarten to Host FCCA's 2014 FCCA Conference & Trade Show

St. Maarten will host the FCCA's 21st annual Conference & Trade Show, the Caribbean's largest cruise conference October 2014. This reflects St. Maarten's status as a superlative cruise destination and the strides it has taken to improve its product. After all, this Dutch, north-eastern Caribbean country was chosen by the FCCA to host the prestigious gathering because of its continued development and enhancement of infrastructure, commitment to cruise passenger satisfaction and enduring relationship with the cruise industry.

"We are proud to award St. Maarten the FCCA Conference and Trade Show because of their commitment and long-standing partnership to the industry," said Kevin Sheehan, Norwegian Cruise Line CEO and FCCA Chairman. "Their dedication to the industry is seen in every passenger visit."

St. Maarten caters to around 1.7 million passengers annually and features an advantageous duty-free status. It has become a benchmark for regional ports, with many developing ports-of-call visiting St. Maarten to learn from its progress in the cruise and shipping sectors over the past four decades.

"We are honored to reward St. Maarten's enduring relationship with the cruise industry," said Michele M.

Paige, FCCA President. "This partnership has led to many past successes, and this is a sign of many more to come!"

The FCCA Conference & Trade Show brings cruise industry partners from destinations' public and private sectors together with cruise executives from the FCCA Member Lines to share ideas and discuss industry trends. These cruise executives participate in roundtable discussions, meetings and events that prompt networking and build business relationships between the attendees and cruise executives.

These opportunities are valuable for anyone doing or wanting to do business with the cruise industry, and they are certainly plentiful during the schedule. The format is built around the delegate, ensuring that attendees have a chance for one-on-one meetings with the executives, workshops available that discuss important and relevant topics with hand-picked panels, and evening functions that help attendees unwind and meet executives in a more casual atmosphere.

There will also be a highlighted attention on the trade show floor to provide a steady flow of attendees to gain the attention of the cruise executives and industry partners. With expanded number of booths and special destination pavilion options, this is the perfect way

to showcase destinations as a team – from ministries of tourism to port/tour operators and vendors who want to sell their products to the lines, all have a chance to showcase a destination that wants to display its entire product and make the greatest impact at the FCCA Conference & Trade Show.

St. Maarten Harbour Group of Companies—operator of the top-rated Dr. A.C. Wathey Cruise and Cargo Facilities—and FCCA officials are already busy preparing for the 2014 event. The country's government is elated to host the event and looks forward to showcasing the uniqueness of St. Maarten and its innovations covering everything for one-of-a-kind activities to green energy.

Mark Mingo, the Harbour Group of Companies CEO, Mark Mingo recognizes the privilege and importance of St. Maarten's hosting of the FCCA 2014 Conference & Trade Show: "St. Maarten prides itself on being at the cusp of innovation in the cruise and tourism industry. This conference is another signal that we are moving in the right direction."

For more information about the 2014 FCCA Conference & Trade Show, please contact Terri Cannici at (954) 441-8881 or tcannici@f-cca.com.

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The Magic of the Caribbean

Perhaps the greatest challenge the Caribbean tourism industry faces today is how to stay competitive amid the constant growth in new destinations and the evolving needs and expectations of the contemporary traveller.

By Will Casselton, McKinney Rogers International

Tourism is one of the fastest growing global industries. In 1950, 97% of all international arrivals were concentrated in 15 countries; by 2009 their market share had fallen to 56%. The pace of globalisation has inevitably led to a decline in relative market share of air and cruise passengers to the Caribbean, compared to their halcyon days, given increased global competition in the number of tourism destinations.

Between 1980 and 1995, the Caribbean outperformed the world average by 0.6% in international arrivals. Since then, the compound annual growth rate has decreased by half to 2.4%, compared to Asia and the Middle East which have grown by 6.3% and 10.5% respectively. During the remainder of this decade, the UNWTO forecasts that arrivals to the Caribbean will grow at less than 50% of other developing economies highlighting a trend of stag-

nant supply and demand in a region that once led the luxury travel market. Today, in real terms, the Caribbean has 2% market share of the world's 1 billion international arrivals; three-quarters of which are concentrated in 7 Caribbean destinations.

In spite of the economic turbulence and strategic shocks of the past decade, the cruise industry has grown annually by an average of 7.2% since 1980. Whilst, the Caribbean and the Bahamas remain the #1 cruise destination in the world with 37.3% capacity, market share is showing signs of contraction, reflecting the trend in land based holidays. As the number of international ports increases, accommodating larger ships with higher passenger load factors, the infrastructure in the Caribbean will become increasingly stretched to serve mega vessels added to the volatility of fuel costs on ship arrivals to the southern Caribbean.

I do not wish to portray the region as all ‘doom and gloom’, nor should I. In 2011, Cruise operators reported 103% occupancy and the hotel sector witnessed a 2.6% improvement in room occupancy to 61.8%, in addition to increased average day rates and revenues per available room; the best performance since 2008. However, the Caribbean has a responsibility to face up to the reality that sustained underinvestment in its brand and product are contributing factors to the decline in market share that is leading airlines and cruise operators to point their planes and ships to other destinations.

To strengthen the Caribbean’s competitiveness globally and restore the magic of this beautiful and vibrant destination, there are five priorities that demand collaboration between the intraregional governments and the private sector. While no tourism market can totally protect its vulnerability to the sector’s external forces, most recently seen by Hurricane Sandy’s impact on the final week of campaigning in the US Presidential election, the Caribbean’s capacity to respond effectively to the following priorities will determine its future success.

Unite behind a clear vision for tourism - in an industry that continues to evolve at pace, driven by social, political, economic, environmental and technological shifts, leaders within the public and private sectors need to track their progress against a common vision to position the Caribbean as the most desirable, year round warm weather destination.

Understand the needs and expectations of the contemporary traveller - Today’s travel market can no longer be viewed as a simplistic homogenous whole with general needs, but instead sets of individuals with specific expectations. Contemporary travellers want to immerse themselves in the culture and communities of new destinations and seek out authentic, unique experiences. Changing working patterns means reduced leisure time and greater demand for rest & relaxation. Ageing populations are driving the growth in multi-generational travel forcing operators to configure accommodation to cater for larger groups vacationing together.

Broaden the base of the tourism product to enhance the sun, sea and sand model – Today’s consumer wants more than just a beach. Developing alternative forms of tourism is critical to competitive advantage. Whilst the Caribbean cannot compete with the antiquity of European and Asian culture, the richness of its cultural heritage, environment, music, cuisine and sport provide significant scope to offering tourists a more diverse set of experiences and tourist attractions.

Improve the quality and standard of the tourism product - For many of the islands, the ground product has changed little since the 1990s. Whilst many global destinations cannot compete with the natural beauty of the Caribbean, service and product quality is not noted compared to Dubai where the quality of the product is far superior. As the economy shows moderate signs of recovery, there is an opportunity for governments to improve incentives and conditions to attract the foreign direct investment needed to restart branded hotel and resort projects put on hold during the financial crisis taking into consideration the high operational costs of some destinations that has hindered growth. Improving the customer experience across the entire journey must become more seamless and customer focused, driving improvements not just in the hospitality sector but more importantly in improving intra-regional travel and immigration processes.

Invest in a multi-channel brand strategy to differentiate the Caribbean brand from its competitors – Tourism leaders, in addition to understanding consumer insights, should take more interest in building competitor intelligence to learn lessons beyond the region of those destinations that have been most successful in their sustainable tourism development and marketing. The Caribbean should have one of the highest brand equities in the travel and tourism sector. At a national level, countries need to consider how their brand promises are distinctive, well differentiated and aligned to the regional brand position. At both a national and regional level there is significant scope to improve marketing across all channels and in particular social media. The high debt to GDP ratio and spend on seat guarantees has impacted the distribution national marketing budgets, therefore joint investment in campaigns from national governments and the private sector will offer a greater return on marketing spend to drive brand awareness and promote travel to the region.

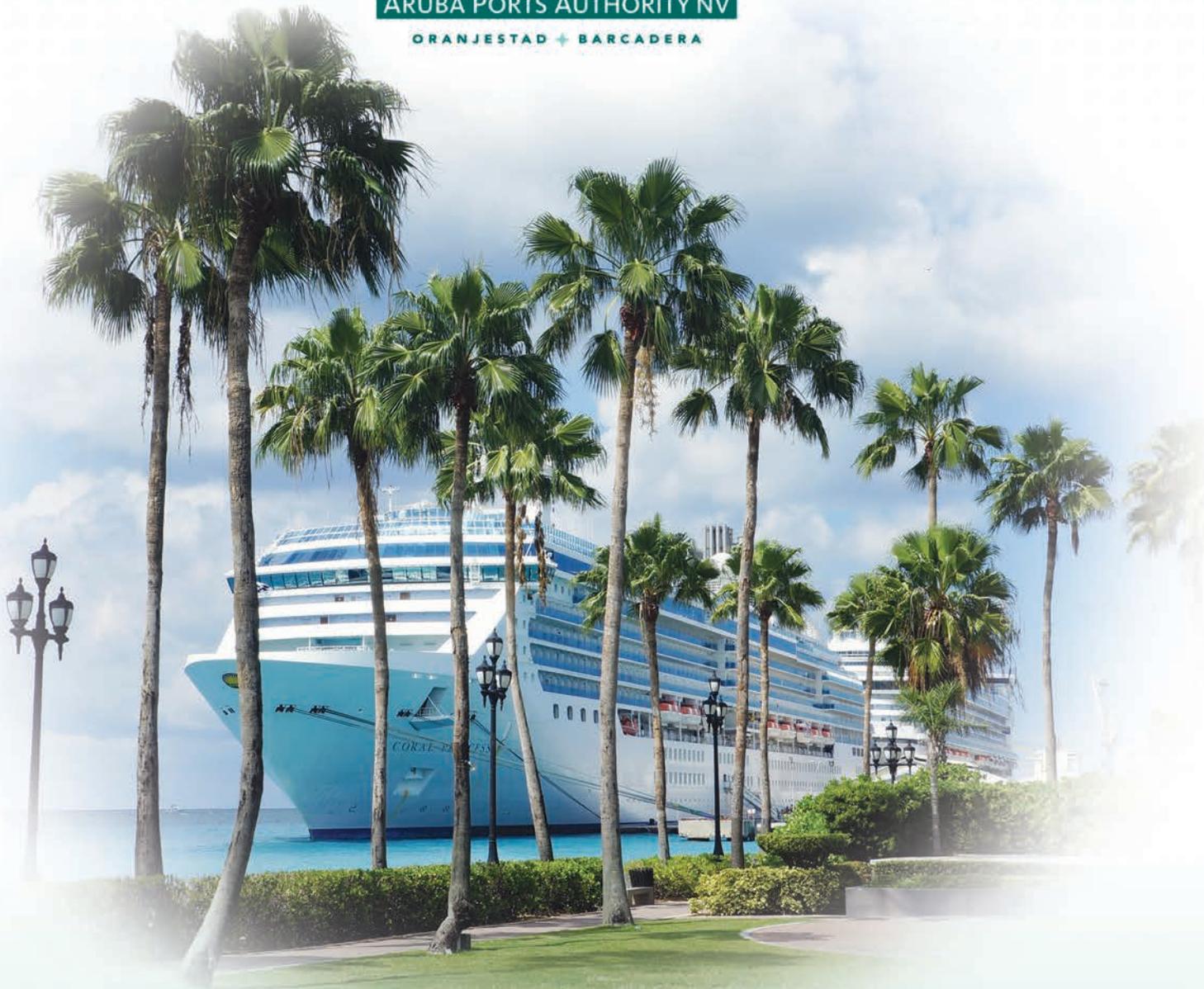
Given its unique characteristics and proximity to major source markets, the Caribbean has a significant opportunity to enhance the value of its tourism product as the most desirable, year round warm, weather destination. Failure of governments and the private sector to collaborate with shared determination and accountability to respond to these priorities will impact the region’s ability to restoring its magic.

Will Casselton is a Partner of McKinney Rogers International, the leader in business execution. Will is based between the Barbados and New York offices and leads the global travel and tourism practice. He can be contacted at will.casselton@mckinneyrogers.com.



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Travelers with Disabilities: A Fast-Growing Market

By Laurel Van Horn, Open Doors Organization

At the 2012 FCCA Conference in Curaçao, the workshop on “Special Needs Travel” addressed both the size and characteristics of this increasingly important market. The panel, moderated by Amilcar Cascais, Carnival Cruise Lines, also provided practical information on how to meet the needs of older travelers and individuals with a variety of disabilities.

Laurel Van Horn, Open Doors Organization, kicked off the session with a presentation on market statistics. People with disabilities make up a large, fast-growing segment of the travel market due to the aging of the population, improvements in accessibility and technology, and increases in disposable income. According to the US Census Bureau (2010), almost 1 in 5 Americans (19%)—57 million—have a disability. Their disposable income is currently projected to be \$247 billion. Europe, too, has a large disabled population: 152 million people with \$500 billion disposable income.

In its pioneering 2002 and 2005 market studies, ODO found

that Americans with disabilities lead much more dynamic lives than previously realized. 71% of adults with disabilities (or 22 million) travel at least once in a 2-year period, spending \$13.6 billion annually on travel. There is also a subgroup of frequent travelers: 20% of all adults with disabilities travel at least 6 times every 2 years. Another surprising result: adults with disabilities are more likely to book their travel online than Americans in general.

In a five-year period (1997-2002), ODO found that 12% of American adults with disabilities took a cruise, versus 8% of the general population (CLIA 2002 Market Profile Study). Repeat business for cruises is also particularly high: 59% of people with disabilities who took a cruise planned to cruise again in the next five years.

Cruise travel is the most popular international vacation among Americans with disabilities. Cruising is easy, affordable and accessible, with new ships meeting or exceeding Americans with Disability Act standards. The increase in US home ports



makes it possible for many to just drive to the ship. Wheelchairs, scooters, medical oxygen and other equipment can be delivered right to the stateroom, and medical facilities and personnel are available onboard. Being able to pack and unpack once while visiting multiple destinations is also a big plus. The weak link, however, is limited availability of accessible transportation, tours and attractions in ports of call.

The following data from a major cruise line indicates how fast demand is growing. From 2005 to 2007, the number of guests with disabilities jumped from 21,861 to 35,033 worldwide—a 21% rise. In the Caribbean during the same period, the increase was from 7,870 to 12,612—a whopping 60% rise. Note that these are just guests who report having a disability: the cruise line estimates that actual numbers are 2-3 times greater. These figures also do not include travel companions.

A common misconception is that disability is just mobility-related. In fact, any physical or mental condition that substantially limits one or more major life activities is considered a disability. Major types include: reduced mobility, hearing loss, vision loss, speech and language disabilities, cognitive disabilities, psychiatric disabilities and medical disabilities. Individuals, especially seniors, may have more than one disability.

Contrary to popular belief, less than 15% of disabilities are present at birth. Most occur later due to accidents, health conditions and aging. According to the US Census Bureau, 51.8% of Americans 65 and older have a disability, while 36.9% have a severe disability. This is the fastest-growing age group in both Europe and the US, with 10,000 American “Baby Boomers” turning 65 every day. Accommodating their

needs for accessible products and services will become increasingly important to everyone’s bottom line.

As a first step in serving this market, companies need to train frontline staff on how to provide respectful and appropriate service. Alice Cain-Moore, Norwegian Cruise Line, screened a customer service video created by Open Doors Organization for Norwegian Cruise Line. It features cruise travelers with hearing loss, vision loss and reduced mobility explaining the dos and don’ts of disability etiquette and language. One main tip is to ask first before attempting to help and then listen to the guest’s instructions. Another is to use *people-first language*, which acknowledges the individual before their disability and is preferred by the community. Example: “a woman who is blind” rather than “a blind woman” or “the blind.” Terms such as “handicapped” or “physically-challenged” should be avoided.

Kay Strawderman, Carnival Cruise Lines, emphasized the importance of meeting a variety of needs. Like the other major cruise lines serving the US, their ships accommodate people who use wheelchairs or are blind and/or deaf, as well as families with children who have autism and/or developmental disabilities. These conditions are on the rise in the US and now affect 1 in 6 children. On request, Carnival provides sign language interpreters both on the ship and shore excursions. Tour companies and attractions can do their part by providing complimentary tickets for interpreters. Ms. Strawderman noted that many disability accommodations are not expensive. For example, a tour script for guests with hearing loss, large print information for persons with low vision, and inclusion of disability-related information on web sites.

Andrew Garnett, Special Needs Group, focused on the needs of older travelers who constitute the majority of his clients. Most are ambulatory but need a wheelchair or electric scooter for distances. His company delivers mobility devices, oxygen and other adaptive equipment to ships around the world and has seen demand grow rapidly since its founding in 2007.

Teri Ondrejack, Suburban Transportation, encouraged tour operators to buy or adapt their vehicles to meet the growing demand described by Mr. Garnett. She provided handouts on lift-equipped vehicles and ramps as well as helpful tips on financing such investments. Her company, which provides accessible transportation in Brunswick, Ohio, has actively fostered disability access in the Caribbean for many years.

Laurel Van Horn is director of programs at Open Doors Organization (ODO), a non-profit dedicated to opening doors for people with disabilities in travel and tourism. To request a free “Disability Etiquette/Appropriate Language” guide, e-mail info@opendoorsnfp.org.



Carnival's Care Team Is There When It Matters

Carnival's CareTeam provides emotional and logistical support to our guests and shipboard team members when faced with a crisis while vacationing or working with us. Research indicates that when we provide this level of compassionate care we can greatly reduce their stress levels and alleviate many concerns and obstacles they may face in a foreign country. Carnival Corporation collectively has over 1,600 shore side employees and over 6,800 shipboard team members who have received CareTeam training. These volunteers deploy all over the world to assist during the acute phase of trauma, usually occurring within the first 72 hours.

In collaboration with the FCCA, other cruise lines and industry associations, Carnival is reaching out to partners participating in industry conferences, summits and meetings to create awareness on the importance of providing this valuable service. We also partner with the United States Coast Guard (USCG) and other cruise lines in large scale drills to exercise our response plans and mutual aid.

Our port agents and tour operators play a very significant role and positively contribute to the lines' response when providing basic human services, often times as first responders. For this reason, we have expanded our training focus to them, as well as our ground services personnel, embassies, consulates, local authorities, port officials who are interested in being part of our support network. Our trainings provides essential

tools for the emotional and logistical support that is necessary until the companies CareTeam arrives on site.

In addition to training opportunities for assistance with everyday events, we also recognize that port agents and tour operators have a critical role in large scale events. Carnival has begun training our port agents via regional conference calls on our 12 hour emergency response plan, designed to address the initial needs of guests and crew during a large guest displacement event. We feel that an organized response with a focus on safety, guest and crew accountability, logistical support and real time communication with the company's command center and CareTeam is crucial. This plan, which continues to evolve with experience, is very comprehensive, comprised of an organizational chart, role definitions and checklists.

We are very passionate about our responsibility to our guests and crew and remain dedicated to increasing awareness within the industry. We look forward to continue joining with members of the industry in forums that encourage education and understanding. By working together as an industry, we are setting a consistent and higher standard of care for our guests and shipboard team members.

We encourage you to reach out to company's CareTeam divisions and inquire on their plans, information and expected response on your part.

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Just ask the Florida-Caribbean Cruise Association. As the FCCA's endorsed broker for the Global Tour Operator Liability Insurance Program, Aon delivers value in a variety of areas, including Claims Consulting, Loss Control Services, and Disaster Recovery Planning.

With more than 40 Aon and Aon Affiliate offices located throughout the Caribbean and Latin America, we stand ready to serve the needs of the FCCA membership.

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- Crisis Response and Crisis Management Coverage
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- Underwritten by Chartis Insurance Company (Insurance Company of State of PA), A.M. Best Rated A (Excellent)
- An FCCA dedicated 24-Hour Catastrophe-Go Team available to respond in the event of incidents involving serious injuries or major accidents requiring immediate attention

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Princess and Norwegian Cruising into Port of Houston Authority Will Deliver \$200 Million to Region

The Port of Houston Authority partnered with two separate cruise lines, Princess Cruises and Norwegian Cruise Lines, to offer new service from the Bayport Cruise Terminal, located in Pasadena, Texas.

Princess Cruises will make passenger cruise calls during the 2013-2014 cruise season, while Norwegian Cruise Lines will begin service in 2014.

The port authority's agreement with the lines is significant. It is projected that the cruise activity will have a considerable positive impact on the economy of Harris County and the greater Houston area, including the cities of Houston and

Pasadena. Smaller cities near the cruise terminal are also expected to benefit.

Activity from a single cruise line is expected to generate an annual economic impact of \$50 million, including local purchases of \$3.6 million, according to the firm Martin Associates. A total of 222 jobs will be touched, including the creation of almost 100 new jobs. An estimated \$941,000 annually in state and local taxes is anticipated. The combined impact of the agreements with the two cruise lines over the next four years will be approximately \$200 million.

Princess Cruises' new service is sched-

uled to begin in November of 2013 with a total of 26 departures planned for the season. Princess Cruises' inaugural cruise is an unprecedented sailing aboard the 3,080-passenger *Caribbean Princess* to support the U.S. veterans. The historic cruise, which will sail November 5, is expected to raise \$1 million for two U.S. veterans' organizations, the Vietnam Veterans Memorial Fund (VVMF) and Operation Homefront.

Norwegian Cruise Lines and the port authority also reached a three-year agreement for Norwegian to sail from the cruise terminal beginning in 2014, with a total of 75 calls. The agreement



includes an option to extend for up to two years. Norwegian Cruise Lines will bring the 2,374-passenger *Norwegian Jewel* to Houston to sail seven-day western Caribbean cruises. The deal marks a return to Houston for the cruise line, which last sailed from Houston in 2007. Norwegian's cruises from Houston will go on sale to the public in mid-December 2013.

Florida-Caribbean Cruise Association (FCCA) Support

With the support of the FCCA through its Platinum Membership, the Port of Houston Authority took part in several marketing efforts to promote the Bayport Cruise Terminal. These efforts contributed to the creation of the new upcoming cruise services to call at Bayport.

About the Bayport Cruise Terminal

The Bayport Cruise Terminal, located just outside of Houston, offers a one-of-a-kind experience from an exciting

home port city for cruise travelers looking for efficient and world-class services before and after their cruise.

The 96,000-square-foot state-of-the-art facility is designed with customer service in mind, with minimal confusion, waiting and no lines. It combines visual appeal, passenger convenience, accessibility and innovative security systems.

The Bayport Cruise Terminal, located in the Houston metropolitan area, east of downtown along the Houston Ship Channel, in Pasadena, Texas, provides some of the finest, most modern and traveler-friendly amenities available today. The terminal is only 15 minutes from key attractions like NASA Space Center and the San Jacinto Monument, and 37 minutes from Houston downtown. The Houston Hobby Airport, one of Southwest Airline's largest hubs, is located only 25 minutes away from Bayport. The George Bush Intercontinental Airport, a major hub for United Airlines, is located 45 minutes away.

Once inside the terminal, the passengers' first-class experience continues in the expansive great area. Materials specially selected to allow natural light to brighten its open and airy features are part of the stylish décor of this prime facility. The terminal will be layered with aesthetically pleasing enhancements, including ponds, landscaping and fountains, as well as a retail co-development area.

The terminal is designed to direct passengers without confusion, while wide areas inside the terminal minimize congestion. Passenger access from the 800-space parking lot and drop-off areas is

immediately adjacent to the front of the terminal. Covered walkways connect the building to bus and private passenger drop-offs and taxi stands. There is counter space for 55 check-in locations that will minimize delays by accommodating passengers quickly and easily. Ample security stations will also reduce wait times for passengers while overhead plasma screens and signage display information.

Once the check-in process is complete, passengers will move to the second floor of the terminal to the passenger jetway system. The Bayport Cruise Terminal and its gangway system are designed to accommodate most ships. The wide, unrestricted wharf allows for the loading of provisions aboard the ship quickly and efficiently as well as simultaneous embarkation and disembarkation.

Bayport Cruise Terminal's modern infrastructure and proximity to local attractions and regional airports make it an ideal point of disembarkation.

Visit Houston

Alive with energy and rich in diversity, America's fourth-largest city is a cosmopolitan destination, filled with world-class dining, arts, hotels, shopping and nightlife. Spend the day exploring the Museum District, head down to Space Center Houston, grab a bite in one of dozens of award-winning restaurants or enjoy the outstanding performing and visual arts venues. There's always something to do in this southern-hospitality-meets-urban-chic city. Come explore Houston!

For more information on Houston and Bayport local attractions, visit: www.visithoustontexas.com and www.visitbayareahouston.com.



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Embark on your next Caribbean cruise from a World Class City where there is no shortage of things to do, places to go or events to experience. Whether dining at one of our fine restaurants, shopping at unique stores, visiting the NASA Space Center or enjoying the attractions at the Kemah Boardwalk and the Bay Area, you will find Houston outstanding in culture, ambience, sophistication, and non-stop entertainment all year round.

The Bayport Cruise Terminal, located in the city of Pasadena, Texas, just 30 minutes from downtown Houston, offers a one-of-a-kind experience with efficient and exceptional services including stress-free embarkation process and easy access to two airports — George Bush Intercontinental (IAH) and William P. Hobby (HOU).

Visit portofhouston.com/cruise for information on the upcoming cruise services and visitbayareahouston.com and visithouston.com for information on the region and local attractions.



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Taste the World in Trinidad and Tobago

As cosmopolitan as the island's people, Trinidad and Tobago's rich and riotous fare is directly related to the country's unique multi-ethnic society. The original Amerindian inhabitants started the mouth-watering recipe for amazing cuisine, and each successive wave of immigrants has added unique ingredients to the pot.

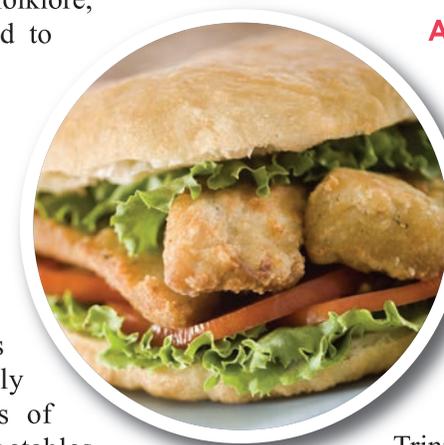
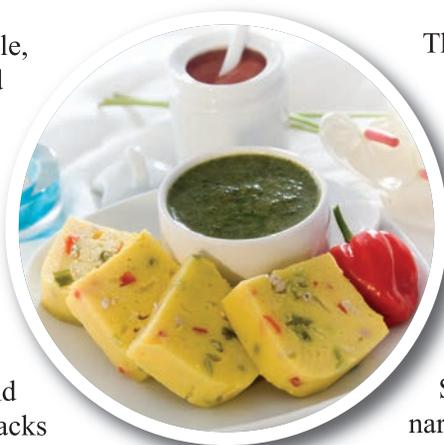
For superb flavours, both islands abound with delicious options – from quick snacks bought hot from a wayside vendor to restaurants specializing in chic gourmet cuisine prepared by award-winning chefs.

Popular local dishes include callaloo soup, pelau—a one-pot meal of rice, peas and meat simmered in coconut milk—and roti, a tender flatbread wrapped around curried meat and vegetables.

For lovers of fresh seafood, there are appetizing options to tempt even the pickiest bon vivant. Stuffed or curried cascadura, a small freshwater fish, is a highly sought after local delicacy, and according to local folklore, those who eat the cascadura are destined to return to Trinidad.

Another local seafood treat that has achieved near legendary status, is bake and shark. Food Network star Andrew Zimmern declared bake and shark the best fish sandwich in the world and Maracas Bay on the Trinidad's North Coast has become synonymous with this tasty treat comprising of fillets of perfectly fried shark nestled between two slices of fried dough topped with a variety of vegetables and sauces.

On the sister isle of Tobago, an outing to the popular Store Bay would not be complete without sampling curry crab from the beachfront food stalls. An island specialty, Tobago's native blue crab is simmered in a creamy coconut curry sauce and served with generous portions of boiled flour dumplings.



Throughout the year there are also many seasonal delights to sample, as each festival has its own food and music. With a culture and cuisine drawn from every point of the globe, dining in Trinidad and Tobago is deliciously powerful stuff!

Lunch on the Waterfront

Immediately upon disembarking in Trinidad and Tobago at the Port of Port of Spain, cruise visitors will find a world of culinary choices at their fingertips.

A two-minute walk from the Cruise Ship Complex, east along the Waterfront Esplanade (adjacent to the International Waterfront Centre), will bring you to *Femmes du Chalet* or the *Breakfast Shed*, where generous portions of local Creole food are served with a smile.

The Breakfast Shed is a local institution known for delicious lunches, including hearty servings of pelau and fish broth – both local favorites. Open-air seating and washrooms are available. Lunches range from US\$10 to US\$20

About Trinidad and Tobago

A multi-ethnic and multi-cultural society, this twin-island nation offers a contrast of scenery and pace, from Tobago's sleepy beaches to Trinidad's vibrant nightlife.

The islands' cultural melting pot has influenced mouth-watering cuisine and a multiplicity of spectacular festivals, from the Caribbean's largest Carnival, to the biggest celebration of Divali outside of India.

Trinidad & Tobago is also perfection for eco-enthusiasts, with 450 bird species, 620 types of butterflies, 108 different mammals, 2,300 flowering plants and 70 reptiles. Both islands are also home to the highly sought after Trintario cocoa, the world's finest.

Trinidad and Tobago welcomes all cruise passengers and visiting ships to our beautiful twin islands.



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Bocas del Toro, a place to Discover

As recorded in the logs of his fourth and final voyage to the New World in 1502, Christopher Columbus first discovered many of today's favorite resort destinations, including Panama's Bocas del Toro, a province embracing rainforests on the mainland and an archipelago of seven main islands and a couple of hundred islets off the northwestern coast of the country. Five hundred years later, Bocas is the most popular visitor destination beyond Panama City. North Americans and Europeans have settled here to invest in restaurants, pubs and lodgings, adding comfort and a low-key cosmopolitan flair to a rustic destination with all the trappings of a Caribbean fantasy: dreamy little beaches, thatched-roofed huts, the aquamarine sea, thick rainforest, birds and fish in a rainbow of colors, and a funky and lively little capital with a laidback lifestyle called Bocas Town, actually on Colon Island.

Bocas del Toro is one of nine Provinces Panama has. Its extension is 4,643.9 square kilometers comprising the mainland and nine main islands. The province consists of the Bocas del Toro Archipelago, Bahía Almirante (Almirante Bay), Laguna de Chiriquí (Chiriquí Lagoon), and adjacent mainland. The capital is the city of Bocas del Toro (Bocas Town) on Isla Colón (Colón Island). Other major cities or towns include Almirante, and Changuinola. The province has a total population of 125,461 people (2010).

This corner of Panama offers a whole world of active, meet-the-people and nature-based experiences. Divers and snorkelers discover that the beautiful islands of Bocas del Toro shelter 74 of the Caribbean's 79 coral species, a variety of sponges, neon fish, peppermint shrimp, eel and dozens of small invertebrates.

Surfing buffs thrill to riding the waves off some of the best surfing beaches in the country.

The province contains two national parks: Isla Bastimentos National Marine Park and La Amistad International Park. The Smithsonian Tropical Research Institute operates a research station on Colón Island just northwest of Bocas Town. There are many banana plantations in Bocas del Toro, often called the *oro verde* or green gold of Central America.

Nature lovers head out to Bastimentos Island Marine Park to silently observe the giant sea turtles who arrive ashore (on other islands also) to dig giant pits in which to lay their eggs. In the island's interior, hikers follow a well-marked path to visit the Ngobe-Bugle Ethnic Group. Other activities include dolphin watching, rainforest hikes, visits to mainland indigenous villages and cocoa farms tours.

There are small and appealing eco-lodges dotted around the islands, and one such as Tranquilo Bay, for now the only upscale accommodations on Isla Bastimentos, is a natural for a small executive or incentive group—say 10 or 12 sharing six spacious, attractive air conditioned cabanas—to reserve the whole wonderful place. At the same time, there are many advantages in basing small groups in Bocas Town, which sports a charming ensemble of clapboard houses with gingerbread trim and facades painted up in tropical ice cream flavors. It's quiet by day, but when the sun goes down, the town lights up as visitors and locals start to mingle in restaurants resting on stilts over the water.

The largest lodging choice is the Playa Tortuga Hotel & Beach



Resort, located seaside two miles from town. The resort has 117 rooms with contemporary décor and balconies with great ocean views. The centerpiece of Playa Tortuga is its cascading pool, complete with pool bar and one of two restaurants; the other sits at the end of the private over-the-ocean pier. This is a small-meetings conscious resort, maybe the only one with two meeting and banquet rooms, each accommodating up to 75 guests. Specially arranged dolphin and turtle watching tours, snorkeling and fishing outings begin directly from the resort pier, whisking guests off on unforgettable eco-adventures.

Future Strategic Plans

Future strategic plans Panamanian government stipulate the creation of a cruise port in some island of which are part of the Bocas del Toro Archipelago.

Since 2008 these plans identify the development of cruise tourism activity that would strengthen the economy of this part of the Panamanian Caribbean and rise to the rank of a great tourist destination.

Today already conducting studies to find the best location for this new port.

Population and tourism

Relatively few Panamanians live on the island, opting for cheaper housing on the mainland. Mainland residents working on Colón Island travel by boat. Bocas del Toro is a popular tourist destination year-round. The town is small enough that most places are within walking distance. The streets are arranged in a grid. Avenidas (avenues) run east-west and streets run north-south.

Infrastructure

Bocas del Toro Archipelago
Bocas del Toro lacks some basic infrastructure. A generator plant provides power to the towns of Isla Colon, Carenero and Bastimentos.

Directions:

By land, Bocas can be reached within approximately 9 hours.

Comfortable, air-conditioned buses leave the Transportation Terminal from Albrook in Panama City to Bocas or rental cars are also available throughout the city. From Panama city one travels on the Interamerican Highway (Via Interamericana) up to Gualaca through the Central Highlands (Cordillera Central) and on to the city of Rambala. From Rambala take the road towards Almirante. Once at Almirante you must take a water taxi from the Port of Almirante to Isla Colon (20 minutes).

By plane, a one-hour domestic flight from Panama city to Isla Colon. Air Panama offers daily flights from the Marcos A. Gelabert airport in Albrook.

Accommodation and Food:

Bocas offers excellent and versatile accommodations ranging from resorts, hotels, cabañas, and hostels with approximately 800 rooms.

There are approximately 40 restaurants of different categories that offer international and local cuisine. Supermarkets and boutique shops are also available for the purchase of food and other items.

Services:

Tour operators offer guided tours to the different beaches, islands and other points of interest.

Water taxis are available as well as diving and snorkeling rental shops and also rentals of sailboats, bikes, jet ski and scooters.

Many of the hotels and resorts offer a range of other services.

Suggested activities:

Surf

Snorkeling

Diving

Yoga and meditation

Fine Dining

Boat trips / Sailing

Come and enjoy a magical experience in a place that will definitely dazzle you.



Grenada

Herbert J. Jardine – Chef de Partie, Room Service Galley, Cunard Line

My name is Herbert J. Jardine from Grenada in the Caribbean, also known as the Island of Spice. I come from a family of seven, one girl and six boys. I joined Cunard Line on 19 February 1986 as a utility steward.

One day I decided to visit my brother, who was working as the chief baker onboard *Cunard Countess*. I was so impressed. After thinking about it, I made the decision to come to sea. Once on board, I had no regrets.

I started working as a utility steward, and then one day I was watching the cooks and chefs working in the kitchen. That is where I have remained until today.

With the help of many head chefs and cooks working with me and teaching me their skills, I have learned a lot. You never look back when you are doing something that is right for you.

My first ship was *Cunard Countess*. I was then asked to join *Queen Elizabeth 2*. Working in different sections of the kitchen, I soon became a demi-chef de partie. Now I am a chef de partie in charge of the Room Service Galley aboard *Queen Victoria*.

I am also pleased to have worked aboard *Queen Mary 2*. It is a great source of pride for me to have served on such a magnificent ship.

I am grateful and happy I took the job with Cunard, with guidance from my co-workers and family. Working with the same company, seeing so many different places and going around the world—it's like a dream come true!

Living onboard is not always easy, but if you are confident and love what you do, you will get there. I feel sea life has made me a professional and a better person today.



Panama

Suzanne Thompson – 2nd Officer Navigation, Norwegian Cruise Line

Suzanne was born in Panama from a marriage of a Trinidadian and Tobagonian father and a Panamanian mother. She's been working for Norwegian Cruise Line since 2011, and she is currently spending her first assignment as 2nd officer onboard *Norwegian Gem*.

When she was a child, her dad used to play cricket every Sunday near the Panama Canal. Suzanne accompanied him every weekend, and that's where she saw ships passing by and fell in love with the sea, and the dream of one day being at sea as a seafarer started. After leaving high school, she attended the Maritime University in Panama, and after having worked for a survey and inspection company shore side, she started her career as a cadet on *Norwegian Sun*.

Working as a 2nd officer, she is responsible for updating maritime information, along with correcting paper charts and publications. She also runs daily, weekly and monthly tests to make sure that all emergency equipment works properly and is up to standards. In emergency situations, her role is to be boat deck commander. She is looking forward to gaining more experience, learning as much as possible and ultimately obtaining a Captain's license when the day comes.

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Honduras

Oz Alonso – Activities Staff, Celebrity Cruises

I am Oz Alonso. I come from a very traditional family in Honduras, Central America, and I love to dance and entertain. It was 10 years ago that I danced for the very first time, and my first dance ever was Thriller by Michael Jackson.

After a while, I began working on the activities staff and as a dancer back home in hotels and resorts, and with the support of my friends and family, I was successful.

I joined Celebrity Cruises a little over two years ago. I first worked as a utility cleaner onboard *Celebrity Summit*. Shortly after arriving, I learned about the ‘crew talent show’ organized for our guests. I remembered that I had a Michael Jackson routine dance, so I started to perform. The cruise director and activity manager saw the potential in me and believed that my skills and personality perfectly matched the activity staff position.

After only three months of my first contract, I was promoted to that role. I believe I was able to achieve this because of my ‘never give up’ attitude and the fact that the management team recognized my potential. Since that time, I have been working on the activity staff for more than two years and am in the process of applying for the activity manager’s position.

I believe that effort is a little thing that makes a big difference! This definitely worked for me here at Celebrity Cruises!



Jamaica

Euris Coombs – Chef de Cuisine, Disney Cruise Line

My name is Euris Coombs, and I am from Ocho Rios, Jamaica. I am currently a Chef de Cuisine for Disney Cruise Line. Before I worked on a cruise ship, I worked at a hotel in Jamaica as a Sous Chef for seven years. I wanted a new challenge at something new and exciting, and I always wanted to work in the cruise industry. After talking to many people who worked in the cruise industry and the recruiting agent, I was told back in 2000 that this new and innovative company called Disney Cruise Line had launched two years ago and is the best company. It was my first choice!

As a Chef de Cuisine for Disney Cruise Line, I am responsible for the day-to-day operations of the galley for Animator’s Palate (one of the main restaurants onboard our ship). A few of my daily responsibilities include checking all the food items going to our guests, ensuring all recipes are followed, and making sure that all allergy special orders are followed.

I love working for Disney Cruise Line because of the leadership, the great benefits, the guests you get to meet, our diversity, the places you get to see while working, all the training that helps you become a better leader and person, and our high standards.

I recommend becoming a crew member to everyone because of the great training you receive when you join, the benefits in the cruise industry, and the leadership qualities. And you get to travel the world and see places and people you never dreamed of meeting in this lifetime!

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Meetings & Greetings

With the FCCA



*FCCA finalizing plans for the upcoming PAMAC Conference in Belize.
(From left to right) Hon. Jose Manuel Heredia Jr., Minister of Tourism & Civil Aviation, Belize;
Michele M. Paige and Laura Esquivel-Frampton, Director of Tourism, Belize Tourism Board.*



*FCCA Central America Press Conference (from left to right) Rodrigo Sawaya, President of Guatemala Cruise Council,
Michele M. Paige, FCCA, Pedro Pablo Duchez Meyer, Director of Guatemala Tourism Board-INGUAT,
and Arturo Batres, Private Secretary of the Vice President of Guatemala.*

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*Source: Cruise Lines International Association

