

No. 17 | OCTOBER - DECEMBER 2012

CARIBBEAN MARITIME

CRUISE & YACHTING

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A SUCCESS STORY FROM BARBADOS



PUERTO RICO

*Cruise industry
growth looks
promising*



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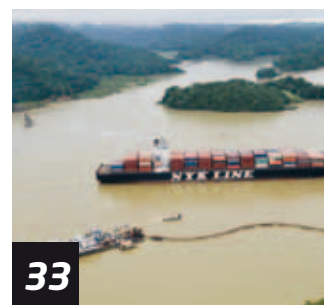
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Views and opinions expressed by writers in this publication are their own and published purely for information and discussion, in the context of freedom of speech as guaranteed by our democracies. They do not necessarily represent the views and opinions of the Caribbean Shipping Association. – *The Editor.*



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MISSION STATEMENT

“To promote and foster the highest quality service to the maritime industry through training development; working with all agencies, groups and other associations for the benefit and development of its members and the peoples of the Caribbean region.”

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IMPROVE OR RISK LOSS OF BUSINESS

The 2012 Caribbean Shipping Executives Conference provided participants with real opportunities to discuss specifics. And there were enough specifics to discuss: the economics of ship size; the ordering of more ships even as statistics show overcapacity; the needs, expectations and concerns in the cruise ship business.

The discussions in Jacksonville, Florida, in May brought clarity, even if concerns subsequently prevailed.

Mike Ronan, senior executive of one of the region's major cruise lines, advised countries which derive revenues from cruise to improve the shoreside experiences of cruise guests or risk a loss of cruise ship calls (see 'Headwinds and Opportunities', Page 7). The message was clear and should have resonated with those destination ports that come up wanting in cruise passenger satisfaction surveys.

The maritime vacation season in the Caribbean peaks during the northern winter. And, for this reason, the year-end issue of *Caribbean Maritime* focuses – though not exclusively – on 'cruise and luxury yachts'. Miami continues as arguably the busiest cruise port in the world and the Caribbean remains the winter playground for those who choose to cruise – 16 or 17 million in 2012, depending on which statistics you believe.

Scores of luxury yachts, some under sail, will also be plying the Caribbean Sea this winter, slipping into marinas in some of the most beautiful spots on earth. This is a growing business for regional shipping and particularly those members of the Caribbean Shipping Association (CSA) who are listed as Group B (that is, Port and Terminal Operators). Many ports have been exploiting business opportunities by providing safe, well appointed marinas and there has been a correspondent increase in capital investment in such facilities.

In this issue, Heidi Wellnitz shares her journal of the trip up the Caribbean archipelago with her husband Frank aboard their 45 ft sloop, *Luana L* (see Page 16). Although not a writer – Heidi is an artist – her recollections paint a vivid picture of yachting in the Caribbean and give a taste of how important marinas are for those who sail their own vessels on vacation.

DAVID L. HARDING, MBE

The Queen's Birthday Honours 2012 lists, among distinguished persons from the British Commonwealth, David Lionel Harding as recipient of the honour of Member of the Order of the British Empire 'for services to the maritime industry'. This honour, which recipients acknowledge by placing the letters MBE, after their surnames, hints at but in no way measures the contribution David Harding has made to the development of shipping in his native home, Barbados and in the wider Caribbean, as member and illustrious Past President of the CSA. His quick wit (see Page 42) and disarming manner should not disguise the depth of intellect and breadth of wisdom he has brought to address issues related to the growth and expansion of shipping in Barbados and across the Caribbean and Latin America for more than 30 years. *Caribbean Maritime* acknowledges his immense contribution to regional development.

Mike Jarrett

Editor,
Caribbean Maritime



An honour to serve the CSA

My first message to this magazine was published in January 2010. That was the ninth issue of the magazine. This, my final message as CSA President, is published in issue Number 17. This is not a lot of time, since we publish only three issues in a year. However, I must have been having fun as the time went by really very quickly.

A lot has happened in the world in that short time and I do note some positive changes within the Caribbean Shipping Association during my tenure. The French territories are more active and therefore more visible as a result; the Spanish-speaking delegations attending conferences have grown; and we have been able to maintain a high standard of presentation and debate at our two annual conferences.

FINANCIALLY STABLE

The Association is financially stable; representation of shipping lines attending conferences has increased; and the Association has advanced the process of establishment of a Security Assessment Council.

My term in office also coincided with **Caribbean Maritime's** fifth anniversary.

MESSAGE

My first message to this magazine stated: "**Caribbean Maritime** was established to give the CSA and regional shipping a permanent record of history." That history, in my time as CSA President, was highlighted by continuing repercussions from the global recession; growth in ship size and implications; and, of course, the expansion of the Panama Canal. This magazine has delivered



because it has provided a careful record of these events as reported by the national shipping associations across the Caribbean and contributing writers from across the region. In this way, through accurate information flow and informed dialogue, this magazine has done its job.

It has been an honour to serve the CSA as President over the last three years.

Carlos Urriola

President,
Caribbean Shipping Association

“

This magazine has delivered because it has provided a careful record

”



PUERTO RICO: CRUISE INDUSTRY GROWTH LOOKS PROMISING

Marketing strategies bring results



Puerto Rico places a great deal of importance on protecting its cruise business. The government has approved new legislation to create incentives to promote the country as a viable cruise ship destination and is implementing marketing strategies to promote the advantages of Puerto Rico's geographical location in the Caribbean, its natural beauty, modern infrastructure, unique culture and hospitality.

The cruise industry is a major part of Puerto Rico's tourism product and one of the biggest contributors to the local economy; and the Puerto Rico Tourism Company has been the main force in strategies to promote its development. Its efforts have brought positive results in terms of transit numbers and an increase in home port routes. One cruise line has taken the unusual step of expanding its itinerary to include the city of San Juan as home port, with

calls at six other Puerto Rican ports: Fajardo, Ponce, Mayaguez, Arecibo, Vieques and Culebra. In the luxury cruise market sector, the exclusive Sea Dream Yacht Club expanded its San Juan

schedule, adding calls at Fajardo, Arecibo, Culebra, Vieques, Ponce and Mayagüez.

The number of ships using Puerto Rican ports as a home port has grown by 16 per cent.



The cruise industry is a major part of Puerto Rico's tourism product and one of the biggest contributors to the local economy



PUERTO RICO CRUISE SHIP SCHEDULE

CRUISE SHIP	2012	2013	NEW ROUTE
Adventure of the Seas	January - April / November-December	January - April / November-December	
Caribbean Princess	January - April		
Carnival Victory	January - December		
Carnival Valor	January - December		Yes
Celebrity Summit	January - April / November-December	January - April / November-December	
Sea Dream I	January - April / November-December	January - April / November-December	
Sea Dream II	January - April / November-December	January - April / November-December	
Silver Cloud	January - April / November-December	January - April / November-December	
Jewel of the Seas	May - October		Yes
Explorer of the Seas	January - April		
Brilliance of the Seas	November-December	January - April / November-December	

INCREASE RECORDED

This has led to an increase in sales revenues for hotels, restaurants, transport companies, tour operators and other businesses directly and indirectly. Half of the 14 lines that include Puerto Rico on their itineraries use one of its ports as a home port. Royal Caribbean Cruises Ltd. has the largest cruise market share in Puerto Rico with the largest number of cruise ships both in home port and transit routes.



According to statistics from the Business Research & Economic Advisors (BREA), the economic impact of each cruise passenger coming ashore in Puerto Rico is \$159.33. Cruise ships bring 1.2 million passengers to the country's shores each year.


HOME PORT

During 2013 Puerto Rico will welcome new cruise ship routes. The *Jewel of the Seas* will start using San Juan as a home port. The *Disney Fantasy* will include a call in Puerto Rico, bringing 49,400 additional passengers. The *Carnival Valor* will replace the *Carnival Victory* on its in-transit route, a move with the potential to bring in an additional 11,000 additional passengers per year. Holland Princess, NCL and MSC have



also increased their visits to Puerto Rico.

The Puerto Rico Tourism Company must be extremely happy with the results of its efforts. Initiatives to build vacation-based businesses during

a persisting global recession are not guaranteed to deliver the positive results expected. For Puerto Rico, however, the cruise industry numbers are encouraging and the future looks promising. 




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Cost, revenue, satisfaction and appeal

Headwinds and opportunities in cruise business

Caribbean ports and cruise terminal operators must begin immediately to improve the shoreside experiences of their cruise guests or risk a loss of cruise ship calls, Royal Caribbean Cruises Ltd executive Mike Ronan cautioned delegates at the 11th Annual Caribbean Shipping Executives Conference in Jacksonville in May.

The annual conference is presented by the Caribbean Shipping Association.

"Give us [cruise lines] reasons to stay during the summer or give us reasons to come back if we have left," said Mr. Ronan, speaking as Vice Chairman of the Operations Committee for the 14 member lines of the Florida-Caribbean Cruise Association (FCCA). "There are headwinds in the region and we must work together on minimising the negative effects and hopefully improving on the positive opportunities we have out there."

He said cruise lines considered four critical issues, two years in advance, when

adding or deleting a cruise destination from itineraries – namely, cost, revenue, satisfaction and appeal.

COSTLY FUEL

Mr. Ronan said fuel costs were continuing to rise. He said the rising costs operated against cruise destinations that were more than a few days from an international airline hub and home port such as South Florida. Air fares, he noted, were also driven by the cost of fuel, adding that they could eat into cruise industry profits by compelling the cruise lines to discount rates so as to offset higher air fares to keep ships operating at full capacity.

"The markets across the Caribbean are there and they are not going to go away," said Mr. Ronan.

He said the Caribbean was still the most popular cruise destination and that was where the new larger ships were being deployed. Compared with some other vaca-

By

Rick Eyerdam



tion alternatives, however, cruise had to compete in a challenging market, he said. Prices were likely to continue to rise as Caribbean oil refineries closed and cruise ship operators were required to secure two kinds of fuel. Emission Control Areas (ECAs) were demanding a change to low sulphur fuel for ships operating within 200 miles of North American ports.

Cruise industry ticket revenue had remained flat, he said. An outside cabin aboard one of today's elaborate ships was selling in 2012 dollars for the same as a tiny suite had sold for in the 1970s.

THE DOWNSIDE

Revenue parity was sustained only by the industry's strategy of building and marketing larger, more dazzling vessels, said Mr. Ronan. "That obviously has been the trend of the industry," he said. "We have really driven demand by providing more supply. The downside of that is, of course, not being able to increase the price of the cruise ticket."

Mr. Ronan said the industry was "...living the consequence of our growth. We have added all these beds to the global market and features, but we are not able to get passengers to pay the amount of money that they probably should be paying for the value of the experience."

VALUE OF THE EXPERIENCE

Satisfaction, the value of the experience, was the one variable over which cruise lines had most control while at sea but the least control in the home port and ports of call," said Mr. Ronan.





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something that gives the earlier customer reason to come back and gives the younger customer reason to go in the first place.”

Mr. Ronan said the newest and biggest ships home-ported in North America were committed first to the Caribbean because of its enduring popularity with that market. But the ships they replaced “...are not all coming into the traditional North American to Caribbean or Mediterranean markets,” he said. “The demand for cruising is now growing globally and the end result is that the ships are now moving to where the consumer demand is and where those consumers are prepared to pay the price to go on a cruise on that vessel.”

He said the Southern Caribbean – called ‘the long Caribbean’ by the industry – was suffering because the increased cost of fuel for the longer voyages departing from South Florida inevitably drove up the costs. Where once the Puerto Rico home port offered the opportunity for attractive voyages to the Southern Caribbean, that market had been constrained by increased airline fares, seat availability and resulting lower demand, he said.

Mr. Ronan said the Mexican Riviera, once the destination of choice for cruises from Southern California, had suffered significant reductions in cruise calls because of the perception of lack of security in Mexico and the failure to improve the destination appeal, among other factors.

FALLEN OFF A CLIFF

“The Mexican Riviera has fallen off a cliff,” said Mr. Ronan. “It has lost several year-round ships out of Los Angeles. Puerto Vallarta has declined from 650,000 annual cruise visitors to 250,000 and Mazatlan has gone from 550,000 to almost zero.”

Mr. Ronan said that some ships which toured Alaska in summer and Mexico in winter now did Alaska in summer and Australia, Hawaii or China in the winter.

“This is what is happening globally,” he said. “We are working with all our destinations and the issues are fundamentally all the same. They are all mature markets and if the markets don’t evolve, if the markets don’t create excitement, if the markets don’t change, they run the risk of being seen basically as ‘I’ve been there, I’ve done that, I have no real reason to go back’ And we have got to come up with the reason.”

“We need to be working together on these issues because the guest experience is extremely important,” he said. “And a major component of that are the shore excursions that are provided by the ships and sold in advance. Guided tours are now in the 30 to 40 per cent participation range in many destinations. In the Caribbean we used to be in the 50 to 60 per cent participation range. Now, with the larger percentage of the guests going on shore activities on their own, if they are not happy with the experience, it can kill your port,” he told CSA members and conference participants

According to Mr. Ronan, even when everything went perfectly on cruise-sponsored excursions at a port of call, “... people who get off the ship and go on their own and are dissatisfied ultimately can cost you cruise calls.”



The Caribbean was still the most popular cruise destination and that was where the new larger ships were being deployed



Mr. Ronan explained: “Today’s visitor is part of the satisfaction criteria used for the next cycle of planning. So what they [passengers] are telling us today is in fact what we are planning for 2014 and 2015.”

He said that each port was tracked with a constantly updated satisfaction rating.

“If that drops and we can’t control it together, then you can lose ships, because that is one of the drivers of where the ship will go – appeal and satisfaction.”

Mr. Ronan said improving the satisfaction rating could be addressed immediately by cruise ports and local governments who could demonstrate to cruise lines how they were working to improve the experience and service offered to all cruisers who disembark.

NEED FOR RENEWAL

Appeal was a growing issue confronted by the Caribbean ports that had successfully marketed the irresistible appeal of winter sun and sand to North Americans, he said. That market was now considered a mature market dominated by seasoned cruisers who expected something dramatically different on board ship and something significantly different, better, more enjoyable at their port of call.

“The broader issue that we are now facing in our area of the Caribbean is that the region has become what we call a mature tourism destination,” said Mr. Ronan. “There needs to be a renewal. There needs to be renovation. There needs to be

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CAUTIOUS OPTIMISM FOR CRUISE BOOKINGS

CARIBBEAN STILL RANKS AS DOMINANT CRUISE DESTINATION

By
Rick Eyerdam

Cruise lines expect smooth sailings and increased bookings, especially in the Caribbean, according to a poll conducted by the Cruise Lines International Association (CLIA) in mid July.

CLIA said more than half of the travel agents it polled reported selling more cruises this year compared with last. A quarter said that by mid-year the numbers were similar to 2011. Nearly 15 per cent said they expected growth of more than 25 per cent in 2012 over last year and 25 per cent predicted growth of between 11 and 15 per cent.

MOST RECENT STUDY

The Florida-Caribbean Cruise Association (FCCA) is a member of CLIA, whose members include AIDA Cruises, Azamara Club Cruises, Carnival Cruise Lines, Celebrity Cruises, Costa Cruise Lines, Cunard Line, Disney Cruise Line, Holland America Line, MSC Cruises (USA) Inc, Norwegian Cruise Line, P&O Cruises, Princess Cruises, Royal Caribbean International and Seabourn. Its most recent study reports modest industry growth, most of it in the Caribbean.

FCCA says the Caribbean continues to

rank as the dominant cruise destination, accounting for 39.8 per cent of all itineraries in 2011 compared with 41.3 per cent in 2010, 37.02 per cent in 2009, 37.25 per cent in 2008, 41.02 per cent in 2007 and 46.69 per cent in 2006.

Passenger numbers continue to remain consistent and high for the Caribbean despite other rising cruise destinations, the FCCA says in its latest report.

"In 2012 the growth of the cruise industry continues as we enter an era distinguished by 13 additional innovative, feature-rich ships, international ports of call and convenient departures from proximal embarkation cities," reports the FCCA.

ORDER BOOK

"The current cruise ship order book extending through 2015 includes 26 newbuilds (17 oceangoing vessels and nine European and American cruise river boats) from CLIA member lines, with 45,600 berths and a value of nearly \$12 billion," says the report.

"The selling environment in 2012 is likely to improve over the recent challenging economic period. Cautious optimism is the forecast for 2012. Based on known ship additions and deletions in 2012, the industry forecasts 17 million guests in 2012, a four per cent increase over 2011 and commensurate with the added capacity."

The CLIA poll underlines the growing

“

The industry forecasts 17 million guests in 2012, a four per cent increase over 2011 and commensurate with the added capacity

”

competition for vacation dollars. Many of the 300 travel agents surveyed said cruises in Alaska were very big this year. Prices for cruises in Europe are low but the air fares for Americans to get there are very high. Nearly 60 per cent of travel agents attributed stronger consumer confidence, along with an increased desire to travel, for the uptake in bookings.

About 16 million people are expected to take a cruise in 2012, according to CLIA, which expects increased interest in cruising in Brazil, China and Japan. The strongest sales have been in river cruises, including sailings in Asia, contemporary cruises on large ships, shorter trips of three to five days and premium and luxury cruises.

The FCCA points out that: "Today's new ships also offer facilities to accommodate family members of all generations travelling together, a market that is ideally suited for Caribbean cruising. From a product standpoint, our ships offer an array of feature-rich innovative facilities, amenities and services that exceed the expectations of a growing population of travellers."

FCCA enumerates ships that offer a new generation of onboard features and a world of innovation, including surf pools, planetariums, on-deck LED movie screens,



golf simulators, water parks, demonstration kitchens, self-levelling billiard tables, multi-room villas with private pools and in-suite Jacuzzis, ice-skating rinks, rock climbing walls and bungee trampolines.

Oceania Cruises' newest ship, *Riviera*, is a classic example of a cruise ship changing hats upon moving from the Mediterranean to the Caribbean. She starts her winter 2012 season from her home port of Miami on 29 November for her inaugural winter season. Her marketing and excursions demonstrate the kind of innovations that industry excursions



The 1,250 guest, 800 crew Riviera will sail five Caribbean voyages over 12 departure dates



and destinations expert Mike Ronan described as 'essential' at the Caribbean Shipping Executives Conference in May.


As Vice President of the Operations Committee for the 14 member lines of the Caribbean Cruise Association, Mr. Ronan, reminded the conference that Las Vegas rebuilt its lavish hotels every few years to offer something genuinely different to tourists (see Page 7).

INAUGURAL CRUISES

The 1,250 guest, 800 crew *Riviera*, arriving from her inaugural cruises from Barcelona, will sail five Caribbean voyages over 12 departure dates featuring ports of calls from the exotic Eastern to the deep Southern Caribbean.

In addition to the usual sun-drenched beaches, natural wonders and the diverse cultures of the Caribbean, *Riviera* offers foodies the line's new Culinary Discovery Tours exploring the local food offerings of the islands side by side with an expert chef.

Travellers can choose from five different 10 to 14-day itineraries over 12 departure dates roundtrip from Miami, visiting Philipsburg, St. Maarten (new port for Oceania Cruises); St. John's, Antigua; Bridgetown, Barbados; Castries, Saint Lucia; Gustavia, St. Barts; and San Juan, Puerto Rico, George Town, Grand Cayman; Cozumel, Mexico; Belize City, Belize; Santo Tomas, Guatemala; Roatan, Honduras; Costa Maya, Mexico; and Key West, Florida. Also on the list of ports are Charlestown, Nevis; St. John's, Antigua; Kingstown, St. Vincent (new port for Oceania Cruises); Bridgetown, Barbados; St. George's, Grenada; Gustavia, St. Barts; Virgin Gorda, British Virgin Islands; Philipsburg, St. Maarten; and San Juan, Puerto Rico.

Oceania has added new shore excursions to its already robust Caribbean schedule as part of its Pillars of Distinction initiative. For example, in Philipsburg, St. Maarten, a new port of call for Oceania Cruises, motorcycle enthusiasts can sign up for the Harley in Paradise tour for a memorable island motorcycle ride. 

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Value of networking at the CSA

Caribbean Shipping Association (CSA) conferences are a 'must attend' event for anyone in maritime business in the Caribbean and the Americas. And the two annual CSA conferences consistently attract the leading operatives and decision-makers in the Americas and their business partners and affiliates from across the Atlantic.

Information flows freely at CSA conferences. Everything you ever wanted to know about anything to do with shipping in the

western hemisphere can be learned at CSA conferences. The two three-day events – the Caribbean Shipping Executives Conference in May and the Annual General Meeting, Conference and Exhibition in October – present an agenda of topics usually of urgent importance to maritime interests. Issues are addressed and dissected by experts in their field and participants come away with knowledge, intelligence and insights which they might never have gleaned had they not attended.

For three days twice a year, away from the office and the bustle of the workplace, maritime executives have an opportunity to sit together to receive a series of presentations from those most knowledgeable in their respective field. They learn what is happening in the industry, what will be happening in the years to come and, very importantly, how to address and deal with these issues. For this reason, if for no other, CSA conferences are a 'must attend' in hundreds of annual appointment calendars across the Americas.



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Perhaps just as important as the agenda topics and the high standard of the presentations is the opportunity for participants to meet and talk with each other, one to one. It is argued that the value of networking at CSA conferences is more than the monetary cost of the entire conference experience.

In a region defined by a sea – the Caribbean – people are scattered and separated by brine. Ships and ports in the Caribbean and Latin America and the entities that operate them, are therefore as necessary to commerce as the highways and railroads in continental regions. And the persons who own and operate these various entities need to be in communication. CSA conferences create a situation in which operatives from all four language groups in the Region – English, Spanish, French and Dutch – get to meet and know each other. Indeed, lifelong friendships have grown out of the business relationships forged at CSA conferences.



CSA conferences create a situation in which operatives from all four language groups in the Region get to meet and know each other



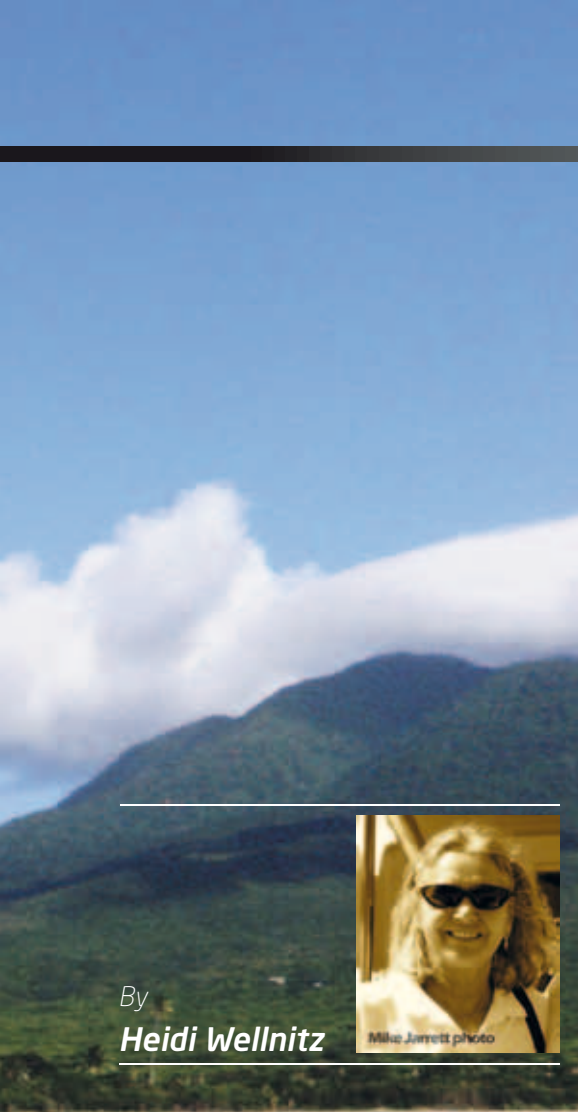
The CSA recognises the absolute importance of business networking and understands the value it adds to regional shipping. Opportunities for this informal but crucial activity are created and facilitated by the Association at both annual CSA conferences. And participants make use of the opportunities, as reflected in these photographs taken by photographer Joey Glass at the 11th annual Caribbean Shipping Executives Conference in Jacksonville in May 2012. [\[link\]](#)

Joey Glass photos; courtesy of Jacksonville Port Authority



SAILING NORTH WITH FRANK

*Joys and perils of a
sail-powered adventure*



By
Heidi Wellnitz

The 2011 hurricane season was safely behind us and Christmas had passed. Frank and I put our plan in motion. We had been discussing relocating *Luana L*, our beloved 45 ft sloop, to Puerto Rico.

For many years St. Lucia had been an ideal base for excursions. We had made many unforgettable trips around St. Lucia, diving in the pristine waters between the majestic Pitons, enjoying the beautiful coral and the abundant fish. Occasionally we would sail to Martinique, stocking up on our favourite French wine; to St. Vincent and the Grenadines, where Bequi holds a special place in our hearts. Grenada, where we once took an enchanting road trip by car, discovering its hidden waterfalls and exploring the old fort, was also part of our sailing itinerary. When we headed north we would often go to English Harbour in Antigua with its strong maritime tradition.

We cherished a lot of vivid memories, gathered during the 1970s and 1980s, but now we were eager to rediscover the Spanish Virgins, the US and British Virgin



*Above: Luana L doing 8 knots
Main picture: Picking up a mooring in Nevis*

Islands. We also wanted to be closer to our Culebra vacation home.

So, immediately after New Year holidays, we headed from the US mainland south to St. Lucia. There we met Dan and April, friends from Florida. Dan brought his fishing gear, promising a steady supply of freshly caught dinner.

It took us a couple of days getting the sloop ready for sea and stocking her. Necessities, of course, included rum, wine and beer. Overheating required last-minute repairs to the engine's cooling system. The forecast for the next several days promised good sailing, with north-easterly winds of 20 to 25 knots and moderate seas. Perfect sailing conditions were in the offing for Luana L's journey north to Puerto Rico.

JOURNEY BEGINS

January 9: Frank, as skipper responsible for the crew, confiscated our passports. He gave us a safety briefing including the use of jack lines and life jackets. Customs had cleared us for departure and we were eager to get to bed, anticipating an early departure the following morning.

January 10: We left Rodney Bay Marina early in the day. Without disturbing any neighbours we eased out of our slip. The

sky was fair and the wind was as forecast. Passing Pigeon Point, we hoisted sails and, under a broad reach, sailed to the southwest corner of Martinique, passing Diamond Rock. Entering the wide Fort-de-France Bay, we had to lower sails and motor into a stiff wind that was straight into our teeth.

We anchored in Pointe de Bout, in front of the hotel on the south side of the bay, where the CSA had a conference many years ago. Pointe de Bout offers a stunning panoramic view of Fort-de-France and the mountains beyond. I stayed on board while my shipmates went ashore to see the sights and clear Customs. In his usual manner, Frank unceremoniously took possession of all the keys including the key to start the engine.

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The forecast for the next several days promised good sailing, with north-easterly winds of 20 to 25 knots and moderate seas
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We had an uncomfortably dramatic situation when they returned. The anchor started to slip and the boat began to drift towards the reef. Quickly, Frank started the engine, raised the anchor and reset it in sandy ground further out. I shuddered with fear at the thought of the anchor slipping while I was alone on board, helpless without keys and unable to start the engine.

UNEXPECTED

January 11: We left Pointe de Bout for Portsmouth Bay in Dominica early in the day. The GPS mapped 76 nautical miles. Unfortunately, however, the weather had changed. From fair skies, we now had occasional showers and the winds had increased to a boisterous 30 to 40 knots with higher gusts. This was definitely not the weather we were expecting. The upside was that we saw many beautiful rainbows. Time to adjust the sails: a big reef in the mainsail and the jenny.

Sailing along the west coast of Martinique, we could see Mount Pelee shrouded in dark, ominous rain clouds. Entering the passage to Dominica, we encountered high Atlantic swells coming all the way from Africa. The waves were coming in broadside. *Luana L* was being lifted to the peak by one and sailing down into the valley of the other, her bow ploughing through the waves as water crashed over the deck. Rain squalls and rough seas were with us all the way to Scot's Head, a rock at the southern tip of



Dominica. In all our many years of sailing in the Caribbean we hardly ever had to use foul weather gear. But we were using it now.

Even under reduced sails we were flying past Scot's Head and were soon in the wind-shadow of the island. Dominica's tall mountains blocked the wind, so we furled our sails and motored in calm water along the west coast towards Prince Rupert Bay. Showers and rainbows accompanied us along the way. At the mouth of the bay we were greeted by a briskly approaching water taxi. Braving the bad weather, the young man offered his services to get us into port and we gladly accepted. Having reached the anchorage with his assistance, we picked up a mooring and secured the sloop. It was 1700 hours and we were happy to be safe and dry in a sheltered port in the quiet comfort of the cabin. We had had enough foul weather for the day.

FOUL WEATHER GEAR

January 12: The wind and weather had not changed. Frank called the water taxi to take him to Customs. When he had completed the formalities of clearance, in and out, we set sail for Isle de Saint, Guadeloupe, about 23 nautical miles away. After securing everything, above and below deck, we headed out to sea.

If anything, this day was worse than yesterday. It was another day for foul weather gear. Squall after squall kept moving through. The wind was again in the low 40s, higher in gusts. Halfway through the passage, a threatening dark cloud appeared in the east. As it came closer and closer, we knew it would hit us hard. In preparation we already had reduced reefed sails to the size of two tiny handkerchiefs.

The storm hit us like a hurricane with winds of 57.5 knots (72 mph). The rain was driven horizontally and felt like pins and needles. Even with such reduced sails we were flying along at 8.5 knots. That might not sound very fast, but it is close to the boat's maximum speed. Frank, at the wheel, was using all his knowledge, experience and strength to keep her sailing. The situation did not seem to bother him. At least, that is the impression he gave us. The wind was so strong that its force flattened the waves. White, foamy streaks were on top of the



*Above: Two small sails in the squall
Below left: Buying baguettes in Deshayes
Above right: Luana L's saloon*

water. The squall lasted only 15 minutes but it felt like an eternity. To protect myself against the rain, I hid behind Dan and prayed as hard as I could. The squall passed, but the weather was still bad. However, compared with those 15 terrifying minutes, it now seemed quite tolerable.

We arrived in Isle de Saints, Guadeloupe, late in the afternoon and had a luxuriously uneventful night.

ENJOYABLE

January 13: We weighed anchor and departed Isle de Saints at 0600hrs. Next stop Deshayes, on the north-west tip of Guadeloupe, 38 miles away.

The wind was still blowing hard but at least the sun was shining. The sail through the passage between Isle de Saints and Guadeloupe was rather enjoyable. A five-mast square rigger glided past on our port side. It offered us quite a spectacle when it suddenly opened all its sails at once. The wind died as we again reached the leeward



coast of Guadeloupe and we had to use our engine. As we approached Deshayes, we raised sails again and arrived at our anchorage in the bay at 1130hrs.

The strong wind gusting down from the mountains channelled through the narrow bay and although we were moored it felt as

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The strong wind gusting down from the mountains channelled through the narrow bay and although we were moored it felt as if we were again in the middle of a strong storm

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if we were again in the middle of a strong storm. The wind tunnel effect made us very uncomfortable but there was no escape. Frank and Dan lowered the dinghy and fought wind and waves all the way to shore in order to clear Customs. It was clearly a very rough ride. On their return trip they had a hard time keeping the fresh baguettes dry (picture, far left).

This was the fifth day of our trip and we had spent four of those days battling harsh conditions. By now we were tired of the bad weather. Our son, captain of a private yacht, kept insisting, in our e-mails back and forth, that he was picking up no mention of bad weather all through the Caribbean. There was nothing out of the ordinary, he said. All his weather sources reported winds of 20 to 25 knots. That was not our reality.

What were we supposed to do? Go back or go on to our intended destination, Culebra, Puerto Rico? The wind continued unabated, so we set a second anchor for the night. We witnessed a beautiful orange-red

sunset. Was this a promise for the next day? The old sailor's saying goes:

*Red skies at night – sailor's delight,
Red skies in the morning – sailor take warning!*

January 14: Nevis, our next stop, was 75 miles away. We had to get up at 0400 to be under way by 0500. The strong winds had not abated. What were we going to face? Sailing out of the bay, we left with heavily reefed sails. As the mountains of Guadeloupe disappeared in the distance, the weather started improving, to our great delight. The dark clouds and strong winds were gradually replaced by a brilliant blue sky and the Caribbean Sea turned from a steely grey to beautiful shades blue. This was the Caribbean we knew and loved. We were sailing again with full sails, speeding along under a broad reach at an easy seven to eight knots and enjoying every minute of it.

MONTSERRAT

Soon Montserrat appeared on the horizon, about 30 miles away. Sailing along the windward coast of Montserrat, we had a clear view of the devastation caused by the volcano. Lava flows from Soufrière Hills had come down the mountain all the way into the sea, destroying everything in its path. Smoke was still escaping from the top and cracks in the mountainside. Luckily for us, no ash cloud was pouring out of the mountain into the air as we had experienced on a previous sailing trip between Antigua and Guadeloupe. At that time we were breathing ash, which covered absolutely everything. Approaching Deshayes, it looked as though smoke was rising from the mountains. It was ash.

Frank recalled a CSA meeting in

Montserrat many years ago and an enjoyable walk through the 'dormant' crater of the volcano. Now many of Montserrat's residents were living elsewhere. Those remaining, as we could clearly see, had made their new homes on the north side of the island.

KINGDOM OF REDONDA

Leaving Montserrat behind, we sailed by Redonda, about two miles offshore on its windward side. This rock between the islands of Montserrat and Nevis, known as the Kingdom of Redonda, has an interesting story dating back to the 19th century. (The curious may want to Google it.)

The weather had improved so much that I decided to take a turn at the wheel. By early afternoon we had arrived at the outlying banks on the south side of Nevis. This is a good fishing area and we caught two Spanish mackerel. That night dinner was fresh fish instead of chicken or canned meat.

We made our way to the leeward side of Nevis. Passing the town, we headed towards the moorings on the west side of the island. There were plenty of moorings to choose from, with few boats occupying them. Nevis is a beautiful and tranquil place. But for most sailing yachts, Nevis is off the beaten track. After picking up a mooring, we were able to swim and snorkel in crystal-clear waters, for the first time on this trip. This was by far our best sailing day. Sitting in *Luana L*, drink in hand, I enjoyed the beautiful view of this island, with its cone-shaped mountain covered with lush tropical vegetation.

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Quickly realising that we might run aground, especially with the waves complicating the situation, Frank turned her around and we left the harbour

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After all that bad weather at sea, we decided to take a day to rest and explore the paradise of Nevis.

January 15: During the morning we went ashore by dinghy to explore the capital, Charlestown, a charming mixture of old colonial architecture and new buildings. The occasional gingerbread house added a Caribbean flair. Some old buildings were undergoing restoration. A local church had a Text for the Day on a blackboard for all to read: *'Keep thy heart with all diligence, for out of it are the issues of life – Proverbs 4:23'*. We thought that was a good message.

After replenishing our fresh fruit and vegetables from the open-air market, we headed back to *Luana L* to relax and enjoy the rest of the day.

STUNNINGLY BEAUTIFUL

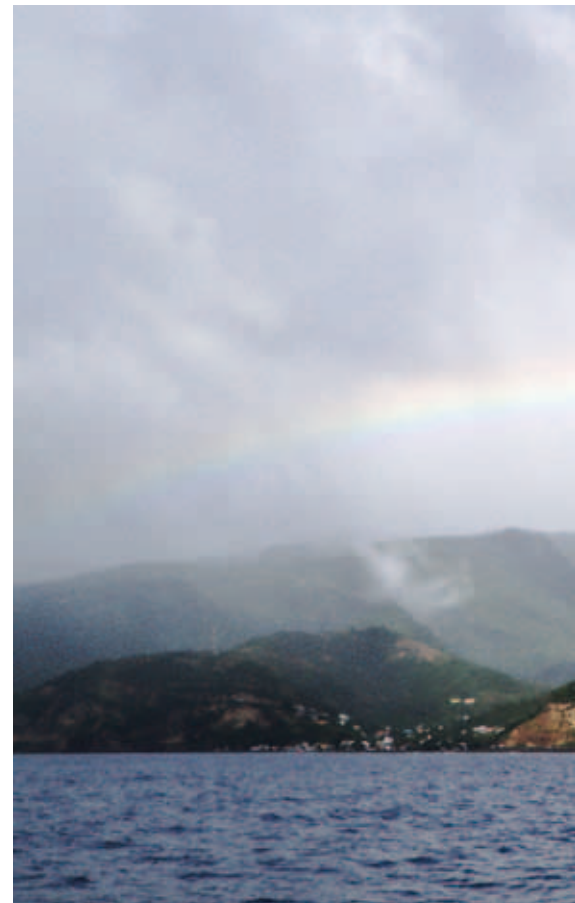
January 16: By 0530hrs we were on our way. Destination St. Maarten, 68 nautical miles north. Sailing along the west coast of Nevis towards St. Kitts brought a special delight. The sun came up behind Nevis Peak in a glorious sunrise. By 0730 we were off St. Kitts, where a cruise ship was entering the harbour. St. Kitts is stunningly beautiful and green. We were soon in the passage between St. Kitts and Statia (Sint Eustatius). Here was our waypoint towards Philipsburg, St. Maarten. Dan continued to fish. This day he hooked a beautiful green and gold two-foot long dorado (mahi mahi). Dorados are good sport fish and before Dan could get the fish securely into the boat, it jumped off the hook. This was 'Dan's big one that got away'.

The sail north on a close reach was another beautiful day in the Caribbean. The weather allowed us to roll out all the sails, so we were clipping along at a good speed. Approaching St. Maarten we saw two imposing cruise ships at the pier in Philipsburg. *Luana L* needed diesel fuel. The cruising guide indicated that diesel was available in the harbour. As we passed through the harbour buoys, 2 ft swells followed us in. Leaving the shipping channel, the cloudy water quickly became very shallow. *Luana L* draws 6½ ft below the waterline and has an Australian winged keel (like the wings on an aeroplane). This means if the boat runs aground she cannot be freed by heeling to one side. It is there-



fore prudent to have at least another 2 ft of water below the keel.

Quickly realising that we might run aground, especially with the waves complicating the situation, Frank turned her around and we left the harbour. We headed towards Simpson Bay, also on the Dutch side of St. Maarten, where we dropped anchor at 1500. Simpson Bay is a safe anchorage, but big





swells kept the boat rolling heavily from side to side. None of us got much sleep that night.

January 17: Everybody was very tired. The dinghy was readied and we motored under the bridge into the inner bay, where most of the large yachts were moored. The first mission was for Frank to comply with regulations, to clear the boat and crew in and out. That accomplished, we headed towards one of the many marinas. Frank inquired where to buy diesel and was directed to a gas station on the other side of the bay. We tied up the dinghy at the gas station's dock and Frank filled the jerry cans he had brought for that purpose. During this time I purchased fresh supplies. After all the 'must do' chores were done, we had a relaxing drink in a bar, under palm trees, watching the busy marine traffic going back and forth between the inner and outer bay. Small boats can pass under the bridge, but bigger yachts have to wait for the bridge to open at certain times. Boats are always lined up on either side of the bridge waiting to go in or out.

January 18: We decided to leave just after

midnight. We weighed anchor and motored out of the bay headed for our next stop, Caneel Bay, St. John, US Virgin Islands. Once outside, we set sails and started running downwind. As soon as there was sufficient daylight we re-rigged the sails 'butterfly'. After almost 12 hours and 94 miles we reached Round Rock Passage entering the Virgin Islands. Passing safely between Ginger Island and Round Rock at about noon, we saw a ship caught on the rocks and reef, west of an island called Fallen Jerusalem. This was a good reminder never to take anything for granted and to take our navigation seriously.

CALM WATERS


We left the big swells of the Caribbean Sea behind as we entered the calm waters of the Virgin Islands. As we made our way west towards St. John, a cruise ship was leaving Road Harbour, Tortola. After another 28 miles of sailing from Round Rock we arrived at Caneel Bay in the afternoon. After securing *Luana L* at a mooring, Frank and Dan lowered the dinghy and motored over to



Cruz Bay, St. John, to clear Customs.

Our son Marc was docked in Charlotte Amalie, St. Thomas, with Miss Michelle, a Westport 130. After calling him on the radio, informing him of our arrival, he jumped into his 29 ft dinghy and came over to St. John. He picked me up and we went to Cruz Bay. After finishing the official business, we loaded our little dinghy onto Marc's and returned in style to *Luana L*. We had not seen him for at least four months, while his yacht was spending the winter in the Caribbean, so the reunion was a happy one. We had a particularly good time comparing sailing adventures.

January 19: We started on the last leg of our mission very early in the day. After releasing the mooring lines, we headed for Current Cut. Passing through, we were back in the Caribbean Sea. With the wind and 5 ft swells from behind and the sails rigged as butterfly, we surfed past the St. Thomas harbour entrance at about 0800 and continued on into the Virgin Passage. Finally, we had Culebra, our final destination, in sight. Sail Rock, a bird island and radar beacon in the middle of the passage, was quickly left on our port side. At 1230 in the afternoon we passed the entrance buoys of Ensenada Honda, Culebra, our hearts filled with relief and gratitude for a safe voyage. After a short prayer of thanksgiving, with sails furled we motored toward our anchorage and dropped anchor.

After 10 days and 460 nautical miles of foul weather and calm, of pleasant moments and some anxiety, we had brought *Luana L* to her new home. It was an adventure that made 2012 a year none of us would ever forget. 



Below: Rainbow over Dominica

Above left: Frank steering

Above right: *Luana L* at Rodney Bay



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Super yachts make the Caribbean home

SOME OF THE CARIBBEAN'S BEST MARINAS

The Caribbean remains the number one destination for cruise shipping, but the region also provides sanctuary for some of the world's most fabulous super yachts. Whereas cruise ships will dominate port facilities, however, private yachts find home in some rather fine marinas offering a warm welcome; a safe and pleasant stay; and the colours, flavours and aromas of a tropical paradise.

Some Caribbean marinas are strong on maintenance, affording yacht owners a proper facility to repair, service and even refit their craft. Other marinas are recognised more as transition ports, where yachts may change guests, take on provisions and perform light maintenance work.

Some marinas are cruising destinations

which do not carry out maintenance but simply provide guests with a prime facility in a beautiful setting.

Guadeloupe's marina at Pointe-à-Pitre can receive super yachts up to 55 metres in length and 4.5 metres draught. Larger yachts dock at Pointe-à-Pitre pier N1 and 2, close to the marina. The Port of Pointe-à-Pitre has recently completed a 45 metres x 20 metres dry dock able to handle yachts up to 55 metres in length. This is new in the Caribbean and will no doubt be of interest to yacht owners.

Jamaica's Errol Flynn Marina nestles in one of the most beautiful ports in the Caribbean. Port Antonio, on the north-east coast of Jamaica, is a bustling Jamaican town, capital of the parish of Portland and reput-

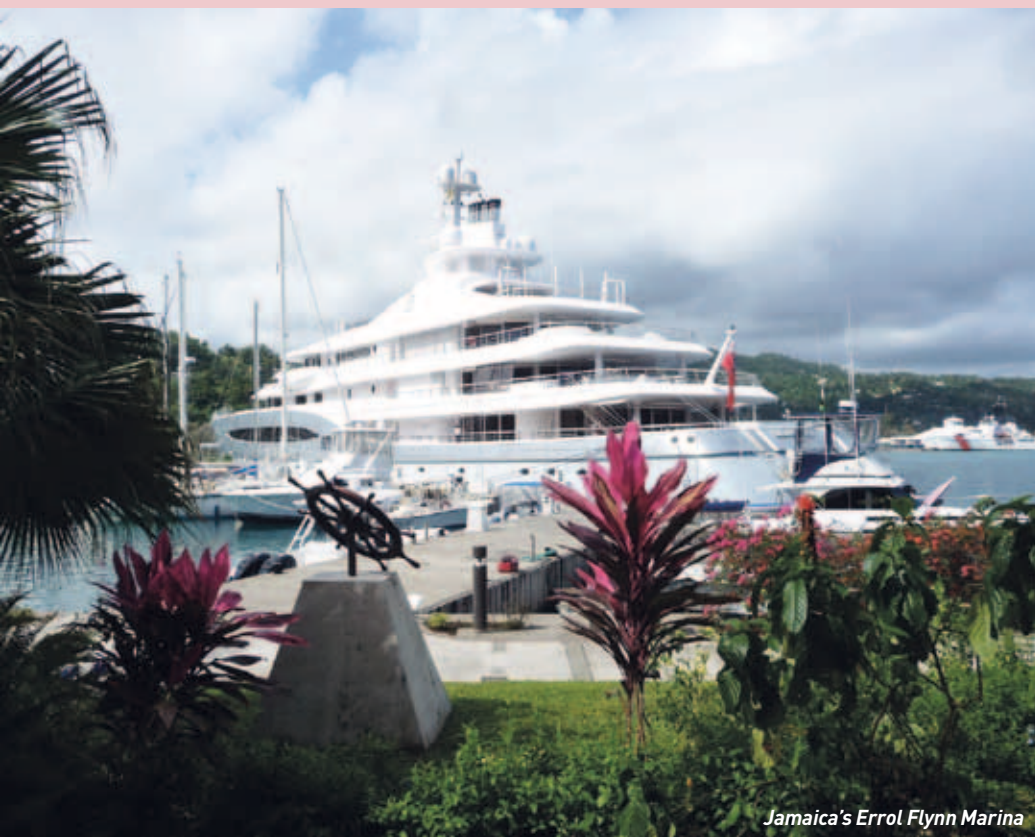


Guadeloupe

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Port Antonio, is a bustling Jamaican town, capital of the parish of Portland and reputedly the birthplace of jerk pork and jerk cuisine
 ”

edly the birthplace of jerk pork and jerk cuisine. The Blue Mountains, with their soaring peaks and lush, tropical rainforests, provide a perfect backdrop. Here, the motor yacht *Mayan Queen IV* is shown alongside the main marina dock. At 93 metres (306 ft) in length and 4.25 metres (14.0 ft) draught, she is one of the largest yachts operating in the Caribbean. The steel yacht was built by Blohm + Voss in Germany. Errol Flynn Marina in Port Antonio is the only marina in the Caribbean that can berth the world's largest yachts alongside and also turn them in the harbour. The marina can handle vessels up to 660 ft and 32 ft draught.

Martinique offers fine to outstanding marina facilities for luxury yachts at its Martinique Dry Dock in Fort-de-France. This



Jamaica's Errol Flynn Marina



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facility has the distinct advantage of being strategically located about mid-point in the Caribbean archipelago, equidistant from dry docks in Puerto Rico and Curaçao in the south. It is the quality of services on offer here that is its major attraction, however. Photo shows the *Ocean Victory*, reportedly owned by Roman Abramovich, the owner of the Chelsea Football Club in London.

St. Lucia's Marina at Marigot Bay was built in 2005 as part of the threefold development of a five-star hotel, marina and marina village. Under the original plans, the marina was to be a base for The Moorings charter company, but it soon became clear


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St. Lucia's Marina at Marigot Bay was built in 2005 as part of the threefold development of a five-star hotel, marina and marina village
 ”

St Lucia



that there was a great deal more potential. Late in 2006 the marina was bought back from The Moorings and its management awarded to a local company. The plan was to make The Marina at Marigot Bay a model facility for mega yachts, excelling in customer service and technical support. Set in front of the Discovery at Marigot Bay, a five-star hotel and spa, the marina offers its guests all the facilities of an exclusive and secluded marina and a five-star boutique hotel with pools, restaurants, bars and the Lapli Spa. The bay is dotted with six restaurants and bars ranging from fine to casual dining, with most offering an assortment of evening entertainment. The marina office operates in the same way as the front desk of a five-star hotel, providing directly and indirectly all the services that a mega yacht owner, captain, crew and guests might need. Marina berth-holders, their guests and crew can use the open facilities of the hotel on the same basis as hotel guests. These facilities include the spa, bars and restaurants, the Hurricane Hole pool, gardens and public rooms. 'Room accounts' are available so that marina guests can charge their bills to the yacht or their own account as suits their circumstances. The Marina Village offers a relaxing café and duty-free

shopping. There is an all-year-round bank with full cash APA authorisation and a provisioning supermarket with direct links to French and US suppliers and a close relationship with local fishermen and organic farmers. The marina manages apartments in the Marina Village that are available to yacht crew or families at preferential rates and can arrange preferential rates in the Discovery Hotel.

Berthing systems are easy to use, avoiding anchor clashes on the rare occasions when anchoring is necessary and flexible enough to provide stern-to berthing for yachts of 50 ft to 250 ft in length. The docks were designed to safely accommodate motor yachts with a maximum length of 130 ft in crosswinds of up to 100 knots. The entire installation was tested in August 2007 by Hurricane Dean, which blew at up to 75 knots directly from the sea into Marigot Bay. No yacht in the marina, which was full to capacity with yachts up to 115 ft, was damaged in any way by the passage of the hurricane. And no swell or surge was detected in the Inner Bay despite waves of around 5 metres breaking over the protecting sand spit. Equally, no yachts were damaged by the passage of Category 2 Hurricane Tomas in late October 2010. 

Martinique





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COMPREHENSIVE SOLUTION FOR CLEAN PROPULSION... *a case for dual-fuel technology*

Rick McArthur presents Wärtsilä's case for dual-fuel propulsion with gas combustion technology as the low-emission, economical alternative to conventional fuels.

Dual-fuel propulsion with gas combustion technology offers the most comprehensive solution for operating vessels without smoke or particulate emissions, and with the lowest possible levels of carbon dioxide and sulphur oxide.

Three approaches can be employed to reduce the emissions generated by vessels powered by fossil fuels:

- (1) Using conventional liquid fuel and adding emission-reduction solutions to the engines;
- (2) Using liquefied natural gas (LNG) as the only on-board fuel;

- (3) Dual-fuel technology, which allows the most economical option – marine diesel oil (MDO) or LNG – to be used in all circumstances.

The strength of dual-fuel technology is its 'fuel flexibility': dual-fuel solutions make it possible to use MDO in transfers and LNG when operating in port, close to shore or in an emissions control area (ECA). Using LNG as fuel can also reduce a vessel's operating costs because owners and operators are free to opt for the most suitable fuel. These features have, for example, persuaded a number of offshore service companies to employ the latest dual-fuel technology to power their ships.

SIMPLE AND EFFECTIVE

Using LNG with combustion technology means that no exhaust gas treatment is required in order to comply with nitrogen oxide (NOx) emission requirements, as the emission levels fall well within the parameters. Another benefit is that the

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More than 100 vessels in merchant, offshore and ferry applications are already operating on gas and many of them are regularly sailing the Caribbean

”

space needed for equipment installation and the storage of consumables is reduced. Sulphur oxide (SOx) levels are practically zero, no particulates (soot) are generated, and carbon dioxide (CO₂) emissions are also significantly reduced.

More than 100 vessels in merchant, offshore and ferry applications are already operating on gas and many of them are regularly sailing the Caribbean.

Natural gas consists primarily of methane, a potent greenhouse gas (GHG).

“In overall terms, dual-fuel propulsion solutions, applying lean-burn technology,



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produce approximately 10 per cent less GHG emissions than a diesel engine of equivalent output running on MDO,” said Tomas Aminoff, director of product management at Wärtsilä Ship Power.

From a design viewpoint, the biggest challenge when using LNG is providing the on-board space required for fuel storage. Specific bunkering arrangements also have to be provided. In dual-fuel configurations, as LNG will only be used in port and when operating in ECAs, the storage tank can be smaller than if it was the only on-board fuel.

MAXIMISING COMFORT AND CONVENIENCE

The design already exists for an LNG-powered super yacht. In a joint project, Fincantieri Yachts, Wärtsilä and Stefano Pastovich of Pastovich Studio developed a new concept in which dual-fuel technology is fully integrated into a world first – the 99 metre, dual-fuel, IMO Tier III-compliant XVintage motor yacht. The XVintage power and propulsion system is based on Wärtsilä 20DF dual-fuel engines, compact units. Fully compliant with upcoming IMO Tier III regulations when operating in gas mode,

they can be switched between fuels without any loss in speed or power output.

The dual-fuel gensets in XVintage are equipped with alternators mounted on a common bedframe and utilise double-mounting arrangements, meeting the most stringent standards for levels of noise and vibration.

Wärtsilä’s pioneering of dual-fuel engine technology has paid particular dividends in the LNG carrier and offshore service vessel markets. Many vessels of this type operating in Caribbean waters are powered by Wärtsilä dual-fuel engines, thereby furthering the environmental sustainability of the region.

BUNKERING AND FUEL STORAGE

All fuels require safe handling arrangements and LNG is no exception. Pumped from one location to another through pipelines in gaseous form, or transported by sea in liquid form, the transformation phase from gas to liquid requires cryogenic temperatures.


LNG carriers move natural gas from liquefaction terminals to regasification terminals all over the world. And LNG is available at all of these shore-based facilities. Marine LNG import and export terminals are

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Pioneering of dual-fuel engine technology has paid particular dividends in the LNG carrier and offshore service vessel markets

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located almost everywhere. LNG is available anywhere in the world. Several new terminals are scheduled to come on stream.

What is missing at this time is the infrastructure to transfer LNG from these terminals to the vessels that require it. The availability of LNG bunkering for vessels using LNG as marine fuel is also spreading widely – mainly in environmentally sensitive regions or in locations where price makes this propulsion alternative particularly appealing. 

EMISSIONS PERFORMANCE

Dual-fuel engines in gas mode (based on Wärtsilä models)

NO_x – lower than IMO Tier III levels

SO_x – practically zero

Particulates – negligible

CO₂ emissions – approximately 25 per cent lower than with liquid fuels



CRUISE TOURISM IN THE CARIBBEAN BENEFITS FROM HOME-PORTING

- a success story from Barbados

The cruise industry has grown from a United States/Caribbean cottage industry into a global industry spanning the seven seas. This growth continued in 2012 with innovative, feature-rich ships, international ports of call and convenient departures from proximal embarkation cities becoming fundamental tenets of the new industry.

The current order book for cruise ships extending through 2015 includes 26 newbuilds (17 oceangoing vessels and nine European and American cruise riverboats) with 45,600 berths and a value of nearly US\$ 12 billion.

The decline of transoceanic travel in the 1950s; the introduction of non-stop air travel between the USA and Europe by Pan American Airlines in 1958; and the overcapacity of trans-

atlantic ocean liners, gave birth to the modern cruise tourism industry. Since its introduction, the image of cruising and cruise ships has not changed. However, the industry shifted to a multi-billion-dollar mass market business with the Caribbean as its largest destination.

CLIENTELE

There has also been a significant shift in clientele, size of ship and the unbundling of services provided on board. The size of cruise ships has increased significantly, as has the luxury of land-based resorts. However, cruising offers the option of multiple destinations. Caribbean inbound cruise arrivals now account for more than half of all visitors to the Region and their numbers are growing at an annual rate twice that of land-based tourism.

POSITIVE IMPACT

There can be no denying the positive impact of cruise travel for both passengers and Caribbean inhabitants. The

By

Fritz Pinnock, PhD
and
Ibrahim Ajagunna, PhD

business of receiving ships and people injects millions of dollars into Caribbean national economies in the form of wages and purchases. As a result, cruise travel is now the largest sector of the Caribbean tourism industry.

The cruise industry in the Caribbean has been impacted recently by three significant developments:

(1) INTRODUCTION OF PRIVATE ISLANDS

This has become a unique feature of the Caribbean, offering more itinerary options to cruise lines. Private islands in the Caribbean are shown in the table (top right)

It is not uncommon for private islands and days at sea to account for up to 60 per cent of stops on a Caribbean cruise

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The current order book for cruise ships extending through 2015 includes 26 newbuilds with 45,600 berths and a value of nearly US\$ 12 billion

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BAHAMAS	WESTERN CARIBBEAN	EASTERN CARIBBEAN	SOUTHERN CARIBBEAN
Coco Cay	Catalina Island	Labadee	Princess Bay
Pleasure Island	Serena Cay		
Princess Cay	Isle of Youth		
Royal Isle	Cayo Levantado		
Castaway Cay			

itinerary. This has shifted the nucleus from the Caribbean destinations to the ship as the primary object of the cruise. The cruise lines benefit from this, because all the revenues derived from private island calls go directly to their bottom line.

STATISTICS

This brings into question the validity of some statistics, specifically: the number of persons visiting the Caribbean. These numbers should not be taken as absolute as they are calculated from the ship's manifest at the port of call. With 4,000 passengers leaving from Miami base home port, stopping at two private islands and two Caribbean destinations, it would be reported that 20,000 passengers visited the Caribbean. The question for statisticians is: are private islands a part of the Caribbean?

Could the numbers be viewed as double counting?

Some observers have pointed out that private islands are a major driver in cruise ships becoming 'deterritorialised' destinations. Apart from geography, private islands have no other similarities or connec-

tions with Caribbean countries in terms of employment, social and economic activities.

(2) IMPACT OF SCALE

The introduction of the Carnival Destiny in 1996 as the first post panamax cruise vessel changed the face of the cruise industry.

Focus shifted from the cruise vessel being a mode of transport to a destination to the ship itself becoming a destination, supplemented by ports of call. This era signalled the shift of value and net earning from the Caribbean to the ship.

(3) HOME PORT

The move of the home port away from the Caribbean and the traditional flight-to home port to the drive-to home port in the USA eliminated the need for air travel. Since the attack on New York's World Trade Centre, home

BARBADOS CRUISE VESSELS 2000 TO 2011

YEAR	VESSELS				CALLS		
	HOME-PORTING	TOTAL	%		HOME-PORTING	TOTAL	%
2000	13	70	18.57		116	495	23.43
2001	13	66	19.70		124	451	27.49
2002	11	74	14.86		115	423	27.19
2003	16	75	21.33		119	442	26.92
2004	17	76	22.37		114	530	21.51
2005	19	69	27.54		116	395	29.37
2006	22	71	30.99		165	442	37.33
2007	24	81	29.63		153	486	31.48
2008	21	80	26.25		137	425	32.24
2009	19	73	26.03		143	461	31.02
2010	22	76	28.95		129	414	31.16
2011	20	70	28.57		119	392	30.36

Source: Barbados Port Inc, statistics 2012

BARBADOS CRUISE VESSELS 2000 TO 2011

YEAR	ARRIVED			DISEMBARKED			EMBARKED		
	HOME-PORTING	TOTAL	%	HOME-PORTING	TOTAL	%	HOME-PORTING	TOTAL	%
2000	57,438	582,832	9.85	40,323	49,509	81.45	37,910	49,111	77.19
2001	80,805	593,775	13.61	58,934	66,589	88.50	58,839	66,178	88.91
2002	61,694	578,541	10.66	47,810	54,912	87.07	47,972	54,599	87.86
2003	84,069	625,946	13.43	57,307	64,452	88.91	58,265	65,160	89.42
2004	103,138	812,863	12.69	81,652	91,274	89.46	88,117	89,848	91.40
2005	101,621	646,248	15.72	77,754	83,351	93.29	76,625	81,914	93.54
2006	126,870	637,017	19.92	901,136	96,480	93.42	89,744	96,281	93.21
2007	119,992	719,932	16.67	86,271	98,853	87.27	87,898	99,708	88.16
2008	137,064	706,788	19.39	101,078	107,989	93.60	101,307	108,507	93.36
2009	153,875	778,864	19.76	117,142	143,264	81.77	115,266	141,339	81.55
2010	127,314	745,175	17.09	105,754	118,266	89.42	106,983	119,931	89.20
2011	123,169	726,543	16.95	111,417	123,432	90.27	111,209	123,798	89.83

Source: Barbados Port Inc, statistics 2012

ports used by the major cruise lines have nearly doubled. The increase has opened the door to some intriguing travel options.

New York City has completely taken off after many years playing second fiddle to the major Florida cruise ports. Today, you can sail to the Bahamas in the dead of winter, or cruise to Bermuda, the Caribbean and New England/Canada at different times of the year. Seattle also grew from almost nothing to taking nearly half the Alaska-bound trade away from nearby Vancouver. Meanwhile, ships have been sailing out of Baltimore, Norfolk, Houston, San Diego and even Bayonne, New Jersey.

HOME-PORTING AND BARBADOS SUCCESS STORY

Caribbean countries benefit from home-porting. It generates more airlifts in and out of Caribbean destinations; brings additional business for local services like hotels, bunkering, fresh water provisioning, garbage disposal and sludge removal. It also creates the potential for pre- and post-cruise extension visits.

Since 2000 more than a fifth of cruise ship calls to Barbados represent a home-porting vessel. The ratio of home-porting cruise ship calls to total cruise ship calls over the period 2000 to 2011 ranges from a low of 21.51 per cent in 2004 to a high of 37.33 per cent in 2006. These statistics are unrivalled by any other Caribbean port including Puerto Rico and the Bahamas.

Unquestionably, home-porting is a significant feature of the Barbados cruise industry. Interestingly, major world events in the period under review such as the 9/11 attack on the World Trade Centre in New York in 2001

BARBADOS PORT INC. HOME-PORTING CRUISE SHIPS JANUARY TO DECEMBER 2010

COMPANY	VESSEL	CALLS	ARRIVALS	DISEMBARKED	EMBARKED
P&O Cruises	Oceana	6	11,832	11,659	11,819
	Artemis	5	5,582	5,340	5,370
	Ventura	10	30,861	30,649	30,632
	Azura	3	9,202	9,153	9,158
Ocean Village Cruises	Ocean Village	12	19,228	9,894	9,805
Fred. Olsen Cruises	Braemar Boudicca	9	8,037	7,781	7,744
Star Clippers	Royal Clipper	22	3,917	3,297	3,433
	Star Flyer	1	70	60	128
Silversea cruises	Silver Whisper	1	362	346	163
	Silver Cloud	5	756	662	811
	Silver Shadow	3	829	718	797
	Silver Spirit	5	2,242	1,478	1,565
Hansa Columbus	Sea Cloud II	5	257	252	230
	Sea Cloud	5	186	184	135
Windstar Sail Cruises	Wind Surf	17	3,665	3,509	3,569
Princess Cruises	Sea Princess	14	27,677	18,470	19,144
Louise Cruise Line	Thomson Dream	1	1,479	1,473	1,572
Discovery Cruises	Discovery	1	580	454	470
Peter Deilmann Cruises	Deutschland	1	287	122	233
Seadream Yacht Co	Seadream I	2	188	179	160
	Seadream II	1	77	74	45
Total home-porting		129	127,314	105,754	106,983
Total all ships		414	745,175	118,266	119,931
%		31.16	17.09	89.42	89.20

Source: Barbados Port Inc. Statistics 2012

and the global recession in 2008 showed no impact on the home-porting share of total cruise ship calls. Most of the cruise brands using Barbados's home port facility are based in the UK and Europe.

RATIO


The above tables highlight the ratio of home-porting ships to total vessel calls in Barbados between 2000 and 2011. In 2000, of the 70 cruise ship vessels calling Barbados ports, 18.57 per cent home-ported in Barbados. In 2006, of the 71 cruise calls, 22 or just under 31 per cent were home-port. Similarly, of the 442 vessel calls to the island, 165 or 37.33 per cent were home-port. The above table gives a one-year picture of home port calls in relation to total cruise calls. For



Since 2000 more than a fifth of cruise ship calls to Barbados represent a home-porting vessel



2010 there were 129 home port calls out of 414 cruise calls representing 31.16 per cent of total calls. Total passenger arrivals by home port vessels total was 127,314 cruise passengers as against 745,175 or 17.09 per cent of total passenger arrivals. Of the 118,266 passengers disembarked and 119,931 passengers embarked, 89.42 per cent and 89.2 per cent represented home port disembarkation and embarkation respectively.

Despite the high numbers recorded for passenger arrivals reported by St. Maarten, the Cayman Islands and Jamaica, the home port percentages are less than two per cent, confirming Barbados as the leader in the Caribbean. Plans by Barbados Port Inc. to build a world-class cruise facility with specialised home-porting infrastructure will only strengthen Barbados as one of the highest earners from cruise tourism in the Caribbean. 



GATUN LAKE DREDGING CONTRACT COMPLETED

The Panama Canal Expansion is one of the world's largest construction projects and the dredging of Gatun Lake was one of the most important significant components of the programme.

The Belgian contractor Dredging International de Panama S.A. has completed

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The massive dredging project was completed without hampering regular canal operations
”

the dredging of the reaches north of Gatun Lake. This project, completed after two years of work, will guarantee expeditious and safe transit for post panamax ships.

Conducted in an area measuring 19.53 km, this contract involved the dredging, hauling and disposal of 4.1 million cubic metres of material.

TENDER

Contract specifications for a best-price tender were published on 30th November 2009. That process was concluded on 1st June 2010 with the awarding of the contract to Dredging International de Panama, whose bid amounted to \$39.98 million. The massive dredging project was completed without hampering regular canal



operations and with special care to protect archaeology. As part of the contract, some 170 diving operations were conducted in the middle of the existing navigation channel for the removal of obstacles from the bottom of the channel. Artefacts dating from the French canal era were safely recovered including sections of Decauville wagons used for hauling dirt.

SAFETY

One significant highlight in the execution of this two-year contract was the outstanding safety performance, in which the industrial



Panama Canal Expansion

safety standard of one million work hours without a serious accident was achieved.

COMPLEMENTARY DREDGING ACTIVITIES

The entrances to the waterway on the Pacific and Atlantic sides are currently being dredged. On the Pacific side, the project is the responsibility of Dredging International. The work involves widening the entrance navigation channel to a minimum of 225 metres and dredging to 15.5 metres below mean low sea water level as well as partially excavating the southern access to the Pacific locks. A total of 8.7 million cubic metres of material must be removed under this component of the expansion programme.

DREDGING

On the Atlantic, the contract was awarded to Jan De Nul N.V. This project involves dredging and dry excavation of nearly 17.9 million cubic metres of material.



The contractor is dredging a 13.8 km extension and widening the existing Atlantic entrance navigational channel from 198 metres to a minimum of 225 metres as well as dredging the northern access to the new Atlantic locks to a minimum 218 metres. Jan De Nul is also dredging and excavating the new northern entrance to the Pacific access channel near the Culebra Cut.



A total of 8.7 million cubic metres of material must be removed



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GRAPEVINE

Brazil port investment to drive cruise growth

A significant growth in cruise ship calls to Brazil was forecast in July following a \$68 million government investment in the nation's ports. This investment by the Ports Secretariat reportedly includes \$10 million for passenger terminals at Salvador, \$42 million at Fortaleza and \$16 million in Natal.

Cruise companies in the region are experiencing an upturn due to a rise in demand from Brazilians as well as an increase in the number of luxury long-haul travellers. Growth is expected to continue through 2014 when Brazil hosts the World Cup and 2016 when the Summer Olympics are held there. Natal port was described as 'unsuitable for disembarking passengers, resulting in migration to alternative ports such as Maceio'. The new passenger terminal at Natal will provide a further cruise destination and will help in the development of new cruise packages.

BARBADOS GOVERNMENT TO DIVEST 30 PER CENT OF SHARES

It was reported in early in July that 'within a few months' the Barbados government would float 30 per cent of its stakes in Grantley Adams International Airport, the Barbados National Oil Company and the Barbados Port Authority through an Initial Public Offering (IPO).

In announcing the IPO during his national budget presentation, the Minister of Finance and Economic Affairs, Christopher Sinckler, said the sale of the shares would be undertaken in a way that would ensure broad ownership and 'economic democracy and market liquidity'.

Alluding to the lacklustre performance of the Barbados Stock Exchange (BSE) in recent times, Mr. Sinckler said the public listing of these three major entities was expected to 'inject some much-needed life into the exchange'.

Jamaica's transshipment hub

Jamaica's Minister of Industry, Investment and Commerce, Anthony Hylton, says the proposed global transshipment and logistics hub is the lynchpin of Jamaica's long-term growth strategy.

Mr. Hylton was speaking at a round-table discussion on 'Panama's Logistics Platform - Challenges and Opportunities for Jamaica' at Jamaica Promotions Corporation (Jampro) in Kingston on 19th July.

The proposed Jamaica transshipment and logistics hub will have six discrete but complementary elements: the dredging of Kingston Harbour; expansion of port facilities at Fort Augusta and Gordon Cay; a dry dock facility at Jackson Bay, Clarendon; a transshipment facility near Vallahs, St. Thomas; the Caymanas Economic Zone; and a cargo and maintenance, repair and operations (MRO) facility at Vernam Field, Clarendon.

Mr. Hylton said: "We are confident that the proposed global logistics hub will result in some level of macro-economic stability, achieved through growth in the economy and the creation of jobs. With the projected doubling of the capacity of the Panama Canal by 2015 and the resultant increase in transshipment traffic throughout the region, Jamaica must plan and be prepared to maximise the economic opportunities which will arise. We must be ready to stake our claim, carve out our niche and play a larger role in international shipping."

It is estimated that the global logistics market will reach a value of US \$4 trillion by 2013. According to statistics provided by Jampro, retail logistics services dominate the global market with 63.9 per cent of market value. The Americas account for 35.2 per cent of the global logistics market value.

***GRAPEVINE** documents reports which have appeared publicly, in the news and circulated on the internet, so as to provide a historical context for the articles appearing elsewhere in this publication. The Caribbean Shipping Association, **Caribbean Maritime** and Land & Marine Publications Ltd do not endorse these reports, neither do we take responsibility for their accuracy.

CSA Port Award Committee sequestered in Jamaica

The Port Award Committee went into retreat in January. Its objective: to review and upgrade the CSA's Caribbean Port Awards, an event that dates back a quarter of a century.

This annual CSA event has been reviewed and improved many times in 25 years. However, CSA President Carlos Urriola felt that a thorough review was needed at this time. He therefore proposed the one-day retreat as a matter of urgency.

The Port Award Committee was cloistered on 22nd January, the day before the 2012 annual General Council retreat, at the Spanish Court Hotel in New Kingston, Jamaica.

The discussions, passionate at times, took the better part of the day. In the end, decisions were taken to review the application questionnaire. It was also decided to make it possible for ports and terminals wishing to enter this annual CSA regional competition to fill out the questionnaires and to submit their applications via the internet. [▶](#)

Mike Jarrett photos

(1) (L-R) Grantley Stephenson, Michael Bernard (CSA General Council) and David Ross (standing).

(2) (L-R) David Jean-Marie (CSA General Council), Remy Vyzelman, Stephen Bell (who chaired the retreat), Grantley Stephenson (CSA Vice President), Robert Bosman, Michael Bernard.

(3) (L-R) Remy Vyzelman and Robert Bosman (standing), Cyril Seyjagat (seated) Stephen Bell, Grantley Stephenson, Michael Bernard.

(4) Stephen Bell makes a point.

(5-6) Shorna-Kay Plummer (CSA Secretariat), Remy Vyzelman, Cyril Seyjagat.







CSA PHOTO ALBUM

This random collection of photographs by Mike Jarrett captures the spirit and mood of CSA members and affiliates who participated in the 11th annual Caribbean Shipping Executives Conference hosted by the Caribbean Shipping Association in collaboration with Jacksonville Port Authority, Florida, on May 21, 22 and 23. Keynote speaker at the opening ceremony was Jennifer Carroll, Lieutenant Governor of the State of Florida. Mrs. Carroll, Florida's 18th Lieutenant Governor, is the first woman to be elected to that office and the first African American to be elected to a state-wide office in Florida.

Mike Jarrett photos









COMING FULL CIRCLE



It was in October 1983 in San Juan, Puerto Rico, that I first felt the unshakeable connection between the Caribbean Shipping Association and myself. It was not my first CSA meeting. I had a few already under my belt, beginning in the early 1970s. However, those earlier meetings for me could have been best described as ‘a rum drinker at his first wine tasting’ – a fair knowledge of alcohol, but unable to appreciate the nuances of the grape.

Metaphors aside, I began my shipping career in the late 1960s as a shipping clerk with a well-known Barbadian ship agency. I began my drinking much earlier. But I never allowed the latter to impact the former, nor affect my ability to perform my duties to high professional standards.

ARRIVAL

So as I arrived in San Juan as a member of the fledging Shipping Association of Barbados delegation and now, in my own right, one of the leading Agents and a qualified master stevedore in Barbados, I felt that I had truly ‘arrived’.

The Barbados delegation was led by its President, Anthony (Tony) Moore, and

By

David Harding, MBE

comprised the Vice President, the late Leicester Carter; the late Kenrick (Buzz) Jordan, the SAB’s affable Secretary/Treasurer; the late Stephen Mayhew; and me, a founding member of the Committee of Management. All of our wives travelled with us since our collective reputation outside Barbados was allegedly not pristine.

That 13th Annual General Meeting was held at the Condado Plaza Hotel. Despite the packed agenda, it flowed well under the capable presidency of a youthful ‘Luddy’ Stewart; an even more youthful Executive Vice President, Alvin Henry; and a group of ‘heavy hitters’ who made up the General Council. Men such as Luis Ayala, Michael Blackman, Roy Mendes, Reggie Smith were all living legends. I believe our inimitable PR Director has in his archives a photo that shows that 1983 General Council. What a team!

SOCIAL INTERACTION

While the business side of that conference had its highlights and, in particular, a robust discussion on Agents’ remuneration, it was the social interaction among delegates from all over the Caribbean and beyond that created the developmental platform that was to give the CSA its longevity and its historical relevance. Friendships were created for me in October 1983, in beautiful Puerto Rico, that have remained evergreen.

I recall that my room, across the bridge spanning the Condado street, was also the Barbados delegation’s hospitality suite. Here my wife Celia and I got a lesson in drinking. I left Puerto Rico knowing that I still had a lot to learn about shipping – but even more about drinking. Above all, I discovered that if you scratched a shipping person you’d find a truly decent human being underneath. But I am getting ahead of myself.

In our suite one night, George Noon – later to become the CSA’s eighth President – and his wife came in. Joined by some other

delegates, the party soon began. The Barbados gang was there except for Buzz, who came in later with his wife Ruth. Buzz, being the showman he was and not knowing that the rather attractive stranger in the room was George’s wife, turned on, full throttle, the charm for which he was famous, lavishly applying his ever-ready gift of eloquent gab. The more he did so, the redder and angrier George got. And, of course, the angrier George got, the more hilarious the situation became. We were in stitches. When Buzz realized, in great distress, his faux pas, his eloquence disappeared and he began stuttering like a virginal 16-year-old on his first date. The great Buzz Jordan was silenced. The room roared with laughter but there was not a buzz from Kenrick.

On a more sombre note, that October meeting might be remembered for another matter of historical significance for the Caribbean. While the meeting was in progress, a ‘rescue’ mission was put into action, mainly through the efforts of two prime ministers, Eugenia Charles of Dominica and Tom Adams of Barbados, with the help of the United States armed forces. That mission was to restore democracy in Grenada following a coup that resulted in the death of Prime Minister Maurice Bishop and many of our Caribbean family. It was a sad period for Grenada in particular and the Caribbean in general.

The Caribbean settled back into its role of opening its doors to tourism; several small territories flourished; the cruise busi-

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Friendships were created for me in October 1983, in beautiful Puerto Rico, that have remained evergreen

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ness heated up; containerisation of cargo was now de rigueur for maritime transport in the Caribbean; transshipment hubs were developed; and the USA was fast replacing Great Britain as the main exporter to the English-speaking Caribbean.

CHANGING DYNAMICS

Through it all the CSA grew from strength to strength, remaining topical as the dynamics of the industry changed; creating training modules catering to those changes; and building government relationships to help nurture the shore side of the business that would result in faster turnaround of vessels.

Whether it was the topic of intermodalism, land bridging or slot sharing, the CSA brought experts to present, to its membership, the challenges and rewards that the Region can expect in such a rapidly changing business environment.

It is difficult to list all the names of those stalwarts who have made this Association relevant and responsive to the needs of its members, but it must be noted that the efficient management of the Association fell to persons such as the late Monica Silvera and to Alvin Henry and Michael Jarrett, all of whom performed consistently beyond the call of duty.

Through the years, Presidents and Gen-

eral Councils would have come to expect and appreciate the works of that well-oiled machine known as the CSA Secretariat. I am indeed honoured to have been on General Council and CSA President during this time as I gained wise and genuine counsel from these dedicated persons. As for CSA Presidents, I acknowledge that they all served well, with their own style and flair, buttressed by their individual knowledge of and commitment to the maritime industry. However, I must make special mention of the Presidencies of Ludlow 'Luddy' Stewart and Frank Wellnitz. These two had a great impact on me, shaping and guiding me to my own Presidency.

GREAT PRIDE

During and after my Presidency, I observed with great pride the rise of Corah Ann Robertson-Sylvester through the ranks of what was felt to be an old boys' club. She was to become our first female President. And preside she did with great confidence and tenacity. She changed the face of the CSA and the General Council forever.

So with the meeting this October in San Juan, I feel I have come full circle. The years between 1983 and 2012 have been the most fulfilling and rewarding in my maritime life. This doesn't mean that I am leaving the indus-

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The years between 1983 and 2012 have been the most fulfilling and rewarding in my maritime life
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try but simply making a poignant observation of what this great Association is about and the capable men and women, past and present, who have ensured its purpose as a guiding light for us all.

I thank you, CSA, for being that beacon of hope and knowledge; the platform on which we were able to contribute to the development of regional maritime transport and, by extension, the development of the peoples of the Caribbean across all four language groups.

I thank you in advance, Puerto Rico, for what I know will be a most memorable 2012 AGM; and particular thanks to IPP Fernando Rivera for the tremendous work he has done for the CSA and its Secretariat. 🇵🇷

DAVID HARDING

CSA President 1997 – 2000



CSA General Council: October 16, 1983, San Juan, Puerto Rico (l-r) Bunny Fernandes, Luis Ayala Parsi (Vice President); Mike Jarrett, Roy Mendes, Anthony Gambrell, R.C.N. 'Reggie' Smith, Ludlow 'Luddy' Stewart (President) Alvin Henry, Michael Blackman, Capt. Jim Powell (hidden), David Barbour.



101 REDUX: THE NEXT NEW THING

“What’s the next new thing in strategy?” a senior executive recently asked Phil Rosenzweig, a professor at the International Management Development Institute in Switzerland. His response was surprising for someone whose career is devoted to advancing the state of the art of strategy.

“With all respect, I think that’s the wrong question. There’s always new stuff out there and most of it’s not very good. Rather than looking for the next musing, it’s probably better to be thorough about what we know is true and make sure we do that well.” (McKinsey Quarterly, January 2011, Strategy Practice.)

We will come back to Professor Rosenzweig.

In BridgeView, Caribbean Maritime No 16, I asked ‘Now what?’ in reference to being overawed by the number of apps (25 billion) downloaded from Apple’s App Store. Indeed, what could be next? Well, if ‘billion’ impressed you, read on.

On 12th June Amazon’s Jeff Barr announced that its S3 (Simple Storage Service) online facility had reached 1 trillion objects. (An object is an on-line storage ‘bucket’ for Amazon client computer files.) This was at the rate of 40,000 new objects added per second. And this trillion is net after its object expiration feature removed some 125 billion objects. Uses

of S3 include web hosting, image hosting and storage for back-up systems. (ZDNet, 12th June 2012.)

Taking the mind from 1 billion to 1 trillion prompts the question ‘what could be the next musings?’ In brief, radio frequency identification (RFID) is expanding into the Internet of Things (IoT) and now its cousin, the Web, is broadening its reach into the Web of Things (WoT). Coupled with IoT and WoT is Nimbits, with its mashups (accumulations of data from various sources).

CONFUSING?

All of these, at near-warp speed, are connecting people, sensors and devices while tidily tucked away in Cloud cover.

But wait – there is more!

POST-PC BUZZ

Is the personal computer going away? In short, yes: for the retail consumer. We will graduate to full-featured Smartphones, tablets and hybrids. Read: store merchandise ‘sales’ and Christmas stocking fillers. For the near future, however, content and graphics creators will continue to rely on PC-centred architecture. Yes, everything is, or will be, connecting. No need to read Huxley; we are indeed moving into a frighteningly ‘Brave New World’.

A quick assessment suggests that every physical object is on the way to being digitally

connected, shared or accessed in real time. Everything about everything is coming to be known. Scary? Truly. Where does this take us: a dreamer’s dream come true or an Orwellian ‘Nineteen Eight-Four’ nightmare?

Unsettling or not, this will be our reality. And, be assured, the admired solid growth companies are exploring these technologies, testing and experimenting with every new development. Many of these ‘new things’ offer the potential for a strategy designed for competitive differentiation and sustainable growth. However, many of us are not in a position to be experimenting. We are those who, day in and day out, struggle to stay in business, make a profit, fend off competition and care for our workers and families. As such, how much time do we take or spend on these ‘next new things’?

Let’s tie back to Prof. Rosenzweig, who is not likely suggesting a dismissal of the theories and techniques of the

By
Joseph Cervenak



management bible writers. The Gary Hamels, C.K. Prahalads, Peter Druckers, Tom Peters’s and others have educated us well with their management philosophies. Nor is it likely that Prof. Rosenzweig is ignoring the proven feet-to-the-floor practices of the management whizzes such as Jack Welch, Lee Iacocca or Richard Branson.

WAKE-UP CALL

Instead, speculatively, Prof. Rosenzweig is sounding a wake-up call to Refocus. Rediscover. Reboot (Ctrl+Alt+Delete). Reclaim the day-to-day, taken-for-granted, oft-overlooked, likely-forgotten (or, for some, too-lazy-to-do); the 101 – Basics of Proven Business Practices. That is, practices that together add up to the company we want to work for, own, or do business with.

“*A quick assessment suggests that every physical object is on the way to being digitally connected, shared or accessed in real time. Everything about everything is coming to be known. Scary?*”

Somewhere along the way many of us have lost those everyday practices ingrained since youth and instinctive in use.

Lost? Lost where? Lost in the Cloud, in space-time, in the billions or trillions of stored Objects?

Not likely. Lost or fading away are the foundational and fundamental structures of our business-life existence. Somewhere along the line, we lost what many universities may list as '101-Basics'. Take, for instance, my recent experience. A leading supply chain magazine to which I hard-copy subscribe cover-featured an article centred on the pursuit of excellence in the supply chain. Excellence is very much in my interest. I turned to the Table of Contents and went as indicated to Page 40. Not there!

EXCELLENCE

Excellence? What could be the excuse? Too much pressure? Tight editorial deadlines? Short of staff? Or, as American stand-up comedian and actor, Freddie Prinze, was fond of saying, "Ain't my job!"

I suspect the next issue of that magazine will have an erratum, cloaked in greyed, minuscule six-point font. But – and it is a terrifying 'but' – this is not about supply chain magazine excellence. This is a 101-Failure.

Yes, the proverbial 'stuff' does happen, be it at a workstation, in the boardroom, at the conference table or on the bridge. Is it catastrophic or game changing? Not likely. Instead, we hope only an infrequent miscue. Regardless, it creates a negative bias and blemishes perception of a good magazine. People do judge a book by its cover. (By the way, I

found the article on Page 43 and it was worth the hunt.)

The basics of managing a business are just that, basics. The 101 application is pervasive, omnipresent, universal and more. There is no regulatory agency, congress, industry or person with the right or privilege to not do the right thing. Doing the basics IS the right thing. This includes answering the phone with a 'smiling voice'; addressing people by name; checking for correct punctuation in a document; turning off mobile phones where the situation requires; serving drinks but fingers never touch the lip of the glass; being courteous; offering to help; apologising graciously; intelligently asking for the business; delivering service and product value; and valuing the customer. Indeed, as it is said, 'the Devil or God is in the details'.

So how do we delve into the details and demonstrate the value of common sense, respect and correctness in all that we do? Leadership. Strategy and leadership are coupled. The best strategies are ineffective if not articulated and directed by a leader. Thus, we need to develop a strategy that creates a work environment wherein the goals and objectives of our companies are clearly defined, unmistakably understood and relentlessly pursued.

SUPPORT

As leaders, we must foster, promote and unfailingly support a culture wherein personal pride versus an eight-for-eight paycheck compels each individual to pursue personal and enterprise excellence to do a really great job. We need to develop a passion for perfection and desire to work with the

same passion.


Walter Isaacson, author, biographer and writer of the book 'Steve Jobs', said of his main character: "He infused Apple employees with an abiding passion to create groundbreaking products and a belief that they could accomplish what seemed impossible." Jobs told Isaacson: "By expecting them to do great things, you can get them to do great things."

I offer that Prof. Rosenzweig presents just such a challenge for each of us. That is, to articulate a credo driven by three core beliefs: (1) personal and company excellence are inseparable; (2) the customer is king; and (3) all that we do has value.

No – not a new thing. As Aristotle observed: "We are

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The basics of managing a business are just that, basics. The 101 application is pervasive, omnipresent, universal and more
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what we repeatedly do. Excellence, then, is not an act but a habit."

Executing '101' correctly, each and every time, thinking through what we know is true and making sure we do it well. Such is to be the strategy. 

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PREDICTING THE UNPREDICTABLE

The structure which houses a business is fairly predictable. By observation or by physical tests and computer models, it is possible to know how a building will react in various situations. The same is true for most other physical facilities which support the means by which a business generates an income, be they fuel tanks or perimeter fences.

Machines and systems present a little more difficulty. It is possible, through manufacturers' specifications and strict maintenance schedules, to predict performance levels and durability of equipment. However, a multiplicity of variables can make such a prediction challenging. So whereas the manufacturer of your car may state the expected lifespan of a gasket or a joint, not all cars of the same make have the same problems at exactly the same time. Identical timing

belts on two identical motors, running at the same speed for the same duration of time, are not likely to shred and break apart in the same moment or in the same manner ... but they could!! It is difficult to predict performance and durability of machines, but hardly impossible. Indeed, technologies now exist to make accurate prediction more likely.

Not so with human beings. No technology (or research method, for that matter) exists to accurately predict the behaviour of people. There is always a margin of error. The fact that we make decisions according to our needs and perceptions in a given moment makes human beings generally unpredictable. Some of my preferences today, for example, may be different to those I had yesterday, for any number of reasons. Habits and preferences may provide hints at what a person is likely to say, do or even decide, but

'hint' is as far as it goes. There is no guarantee that I'll do today what I did last week or even yesterday.

I like chicken but today I feel for steak. So, I order steak but when it arrives I've changed my mind. I eat it but I would have preferred the fish my wife ordered.

Sooner or later, we experience situations in which anticipated behaviour simply did not happen, even with persons we know very well. Parents may relate to this immediately; for that matter, so will husbands and wives. But trying to predict the behaviour and responses of family members or people we know well is far easier than predicting that of members of a workforce or even a small group of employees, individually or collectively.

HOPE AND WISHES

Corporate planning demands that company directors know and understand how each element of the business will perform and what specific results to expect. Without this knowledge, planning becomes futile and the objectives set are nothing more than hope and wishes.

Significant resources and large percentages of business costs are directly related to the human factor. In addition to salaries and benefits, staff support (in terms of equipment,

By

Mike Jarrett



facilities and statutory obligations) costs a lot. Against that level of expenditure, ignorance about how the human factor will perform is reckless.

The inability to predict human behaviour (versus the need to know how humans will behave) poses a dilemma but is not unique to commerce. Military establishments – an army, for example – must resolve this dilemma in order to function. How do they do it? How do they get a vastly diverse mix of humans to behave according to plan, even under frightening, life-threatening circumstances?

The answer lies in a single word – training. Not only does an army maintain strict training procedures; it reinforces that training on frequent and regular schedules. The stakes are high, so the army needs to have each soldier achieve excellence in each task assigned. Training on the shooting range is not something done once during recruit training. It is on-going. Maintaining skill levels at predetermined standards is the only way to ensure that the human factor delivers according to plan. The converse is true. Performance output



The inability to predict human behaviour (versus the need to know how humans will behave) poses a dilemma but is not unique to commerce





can only be accurately predicted if the persons and skills employed are each delivering exactly what is expected; and if all those skills – often performed by people of various languages, cultures and customs – are in harmony.

If a company sets precise standards of excellence for individual tasks and processes – whether storing or stowing cargo or recording data – it is better able to predict performance outcome. If that company adheres to those standards of excellence, it is certainly more likely to meet its obligations and please its clients and customers. Clearly understood and implemented standards of ‘excellence’ make it possible to predict outcome. Machine operators can extend the life of equipment because they have their knowledge of the system, its full capabilities and its limitations. Managers can be trained to identify inefficiencies, troubleshoot and correct in time. If, over time, all perform every aspect of their job conscientiously and effectively with no errors or shortfall, the outcome can eventually be predicted accurately.

EXCELLENCE IS ACHIEVABLE

“Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit.”

The words, credited to the Greek philosopher and scientist, Aristotle (384 to 322 BC), make the case. Excellence is achievable by training.

Aristotle, bless his soul, makes another worthwhile


observation when he addresses training and education. He posits the human spirit as fundamental to the process.

“Educating the mind without educating the heart is not education at all.”

By our own experience we are able to come to the same conclusion as Aristotle. Training should therefore include modules for engaging the human spirit. It should generate empathy, enthusiasm, loyalty and a sense of cooperative interaction on both sides and indeed at all levels of staff. These human responses, which collectively define the ‘human spirit’, create readiness for learning about production systems or methods.

MOST IMPORTANT

The human factor, arguably the most important component in business is, ironically, the most difficult to predict. However, if employers adopted and, without resorting to alienating draconian methods, insisted on high standards of excellence, predicting results becomes more precise.

Excellence is achievable through training and habit. Habit is the child of repetition. However, little will be achieved from teaching ‘how to do’ without engaging the human spirit. Employers should therefore look at training as a continuing process in which participants are individually and collectively inspired to a sense of loyalty, empathy and enthusiasm. Only then can training in systems and methods bring improved results. 

Mike Jarrett is a Corporate Communications Consultant and Founding Editor of **Caribbean Maritime.*

Lawfest over the Costa Concordia

January 13, Giglio, Italy, and the cruise ship *Costa Concordia* have earned an unenvied place in the history of shipping generally and cruise shipping in particular.

While we mourn and regret the loss of lives and the injury to so many passengers, there is no denying the fact that marine lawyers the world over have found the incident fascinating for the plethora of legal issues which arise. Indeed, the casualty *Costa Concordia*, represents a veritable lawfest.

COMMENTARY

Much thought and a great deal of commentary have emanated around – or been devoted to the remedies available to passengers. However, not much thought seems to have been given to the remedies available to the crew, for example? What about the consequential losses which might arise to travel agents and tour operators, suppliers and such third parties?

In Italy, the full ventilation of the truth about the *Costa Concordia* incident has been postponed by the court until October 2012. Meanwhile, lawsuits in

By
Milton Samuda



other jurisdictions are proceeding. This is perhaps the most anticipated litigation on a major ship casualty. The use of technology has made the international interest in this matter more far-reaching than ever before. Various people from a broad range of cultures are expecting to receive first-hand and instant news of developments.

Against that background, what are some of the critical



Marine lawyers the world over have found the incident fascinating for a plethora of legal issues





issues arising in law? Why is the outcome of this case so highly anticipated?

Well, for one, the impressive range of issues reads like an extensive tutorial for even the most experienced lawyer. One could start with the very interesting consideration of the language barrier as a safety issue and particularly with respect to instructions by crew to passengers. Is there a duty to ensure that those who have to issue critical instructions in a case of emergency are able to do so in a language or manner which passengers will understand?

JURISDICTION

What of the vexed issue of jurisdiction and applicable law? What is the definitive jurisdiction and/or forum in which issues of criminal and civil liability ought to be determined?

As a separate issue from jurisdiction and forum, what ought to be the applicable law? Is it the law of the contract (between passenger and cruise ship) or the law of the jurisdiction in which the accident occurred; or the law of the domicile of an injured claimant; or of the state of a deceased passenger? Are claimants at liberty to 'forum' shop in search of more favourable laws and higher awards of damages?

Then, too, who are the potential claimants? Most persons,

including many lawyers, focus only on passengers and their families. However, wouldn't crew members themselves have a claim against the cruise ship? Wouldn't those 'independent contractors' who provide entertainment or other specialised services also be potential claimants?

REDRESS

Shouldn't third parties, exposed to possible consequential claims – for example, travel agents or tour operators – seek redress from the cruise ship in the event of such claims?

What about a potential claim for damage to the environment, even in the absence of an oil spill?

Going back to the issue of contract, courts and lawyers will be poring over each line, dissecting and interpreting exclusionary clauses; provisions limiting time for claims to be made; and, of course, liability clauses seeking to limit both the extent and quantum of damages. In fact, in many of the cases filed, regardless of jurisdiction, one may expect that the courts will be challenged to deal with preliminary points not only in relation to discovery but also in relation to points of jurisdiction and limitations.

Then there is the heart-breaking reality of missing persons – for example, the anguish of those two families



whose grief is exacerbated by a lack of closure. Those families must now use the law to declare relatives dead and then seek justice on behalf of their estates. The law, so often viewed by laymen as a humbug, becomes an ally in aiding the resolution of one of the most basic human challenges – that of loss and the acceptance of loss.


In the forefront of the news and the minds of many persons is the image of an allegedly negligent captain, Francesco Schettino. I emphasise 'allegedly' because nothing has yet been conclusively proved and he is innocent until proven otherwise. Having said that, one must concede there is an element of *res ipsa loquitur* ('the thing speaks for itself') which would have many saying that the real issue for determination is the nature of the negligence.

However, lawyers know only too well that the so-called 'obvious' is often not proved evidentially in a court of law. As

a separate but not tangential issue for the cruise ship is the consideration of whether there was negligence on the part of the crew and the cruise ship.

As the causality moves to resolution, the salvage of the wreck has itself become historic. A real 'tourist attraction', the salvage exercise which commenced in June will continue into early 2013.

As if all the above were insufficient to have lawyers enthralled, what of the consideration of the damage to a considerable brand.

It is true that the Costa Concordia represents but one brand in the global brand that is Carnival; however, the intellectual property lawyers would consider how to contain the damage while preserving the considerably positive reputation of the global brand. 

** Milton Samuda is managing partner of the Jamaican-based law firm Samuda & Johnson.*

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