



Cruise Destinations...

A How to Guide

JUNE 2006



Contents

Ministers foreword	1	How do we prepare for a cruise ship visit? ...	23
Introduction	2	Who does what?	24
Keys to success	2	Use your resources	24
Cruising	3	Welcome	25
Cruise lines around the world	4	All ashore	25
The Australian cruise market	5	Retail therapy	26
Cruise passengers	5	Your ship comes in	27
Cruise destinations	6	Murphy's Law	28
What's in it for us?	7	Evaluating success	30
Who's who in cruise	7	Didn't we do well	31
Itinerary planning	9	Or did we?	31
Itinerary planning relationships	10	The hard facts	31
Where do we start?	11	The next time	32
Not all destinations are the same	12	Information and resources	33
Is our destination suitable?	13	Information sources	34
What do we have to offer?	13	Cruise industry contacts	35
Who is a stakeholder?	13	Cruise lines	37
Can a ship get in?	13	Glossary of terms	38
Can we cope?	14	Appendices	40
Are we in the right place?	14	Appendix 1 – RCC planning template	40
Plan to succeed	15	Appendix 2 – RCC action template	41
How do we attract a cruise ship visit?	18	Appendix 3 – RCC pre arrival checklist	42
Marketing: targets, partners and tools	19		
Marketing targets	19		
Tour operators/ground handlers	19		
Cruise lines	20		
Cruise passengers	20		
Marketing partners	20		
Industry organisations	20		
Tourism Organisations	21		
Marketing tools	21		
Eureka!	22		

MINISTER'S FOREWORD



Queensland is made for cruise shipping.

The Great Barrier Reef ribbons our expansive coastline and is home to island groups that feature some of the world's most beautiful and picturesque holiday destinations.

Queensland's regional cities play host to cruise ship visitors who step ashore to enjoy shopping, sightseeing, leisure and adventure experiences beyond compare.

This very natural fit has seen a dramatic growth in cruising within Queensland over the past five years.

The economic impact of cruise shipping to the State has skyrocketed by more than 600 per cent in that time and in 2004/2005 recorded a total expenditure of nearly \$90 million.

In the same year cruise ships spent more time in Queensland than anywhere else in Australia, registering 166 days out of a total of 325 - just over half of all port days nationwide.

The Beattie Government is excited by the opportunities this emerging industry presents to Queensland.

In addition to a number of existing cruise ship ports, new cruise terminal facilities are planned for Brisbane and Townsville, and the Government is exploring the possibility of a terminal for the Gold Coast.

The Cruise How To Guide complements the work and significant investment being made to build a strong and sustainable cruise shipping industry within Queensland.

Packed with information, the Guide is an excellent resource for governments, the cruise industry and the private sector, indeed anyone with an interest in continuing to develop cruising as a tourism sector.

The Guide includes:

- an introduction to cruise shipping and the industry structure
- a tool to assess the suitability and readiness of your destination
- advice on how to market a cruise destination
- information about servicing cruise ships

I commend the Guide to those of you with the vision and passion to see the cruise industry prosper in Queensland, knowing it will help take your dreams forward and make them a reality.

A handwritten signature in black ink that reads "Margaret Keech".

Margaret Keech MP

Minister for Tourism, Fair Trading
And Wine Industry Development

INTRODUCTION



Cruise has been the fastest growing sector of the tourism industry over the past 10 years. While cruising was once seen as the province of the rich, nowadays there is a cruise product to suit everyone. New routes and destinations are continually being introduced as “the number of cruise passengers increases and their desire to see something new motivates cruise companies to try and stay ahead of the competition.

Securing your first cruise ship call requires good marketing and perseverance. Making cruise ship calls successful is all about teamwork, good preparation and communication between those involved. Not every destination can be a successful cruise destination, but for those that are the rewards can be substantial.

This ‘How to Guide’ has been written to give guidance on what you can do to attract cruise vessels to your destination and make sure that when they do visit, you are well prepared to provide their passengers with a truly memorable experience.

Keys to Success

The success of a cruise call rests on the ability of a destination to bring together a number of factors on the day the ship comes to call. One or more of the following points may contribute to the success of a call, hence the success of the destination; check off how many you think might apply to you.

- A unique experience
- Varied activities & good shopping
- Friendly people, a warm welcome & memorable farewell
- Organisation, communication & co-operation
- Adequate facilities and transport options
- Perceived value for money

When the visit is over passengers compare notes about their experiences in a particular destination. Most cruise companies seek this feedback and use it to plan future itineraries so it is important that passenger perception and experience of a particular destination is enjoyable.

Case study:

A satisfied customer

This case study relates to a port receiving a cruise ship for the first time in 30 years.

The port of Burnie in Tasmania was scheduled to receive a first visit from Sky Princess as part of a three-month deployment of the vessel to Australasia. The local community, through the local tourist office and the Chamber of Commerce really got behind the project and were determined to make the inaugural call a memorable one.

Burnie and its surrounds has several attractions available which were packaged up into a day tour, one of which was a bus tour that passed down through the natural rainforest in the Savage River National Park and stopped at Cradle Mountain Lodge for lunch before returning via historic Sheffield with its famous murals.

One passenger had this to say about the call:

‘I was very concerned about this stop, as there's not much in Burnie, but Princess and the town of Burnie went all-out at this port of call...It was great fun.’

Cruising...



CRUISING



Generally a cruise ship is defined as: "A vessel undertaking scheduled, deep water cruising of two days or more with a passenger capacity of 100 or more."

People have travelled on water for centuries, but actually taking a holiday on board a ship is a relatively new idea. The first ship built as a cruise liner was the Sunward in 1966. Today there are several hundred cruise ships in operation ranging in size from small expedition ships carrying about 100 passengers to mega cruise liners carrying more than 5000 people. Modern cruise ships can now provide all the facilities of a large town and give cruise passengers an almost unlimited choice of destinations.

Cruise lines have consistently outdone each other in the bid to own the world's largest cruise liner. Carnival recently held the record with the Queen Mary 2 at just over 150,000 GT but Royal Caribbean have launched Freedom of the Seas at 158,000GT, 339m long carrying 4370 passengers - the race is on again!

Cruise lines around the world

As at 2005 there were approximately 300 cruise ships in the global fleet offering in excess of 300,000 berths, with a further 26 new vessels on order with more than 70,000 berths.

The mid 90's predictions about rationalisation of the cruise industry have come to pass. There are now only three major players and a number of smaller operators providing cruises globally.

Highlighted companies listed below regularly visit Australia and the South West Pacific.

TABLE 1: Cruise lines around the world

Number 1	Number 2	Number 3	Others
Carnival Corporation 92 Ships	Royal Caribbean International (RCI) 32 Ships	Star/NCL 22 Ships	Main Cruise Lines
Brands <ul style="list-style-type: none"> • Carnival Cruise Line • Princess Cruises • P&O Cruises • AIDA Cruises • Swan Hellenic • Ocean Village • Costa Cruises • Holland America Line • Seabourn Cruise Line • Windstar Cruises • Cunard Line 	Brands <ul style="list-style-type: none"> • RCI • Celebrity Cruises • Island Cruises 	Brands <ul style="list-style-type: none"> • Star Cruises • Norwegian Cruise Line 	Main Brands <ul style="list-style-type: none"> • Cie des Iles du Ponant • Classic International Cruises • Crystal Cruises • Disney Cruises • Easycruise • Fred Olsen Cruises • Louis Cruise Lines • Majestic International • MSC Cruises • Pullmantur • Regent Seven Seas • ResidenSea • Royal Olympia Cruises • Saga Cruises • Silverseas

A number of smaller cruise lines, not listed here, tend to serve niche markets and operate one or two conventional vessels or specialist cruise vessels like square rig sailing ships eg Orion Expedition Cruises and Clipper Cruise Lines.

The Australian cruise market

The growth of cruising around the world has been impressive and Australia in particular has experienced great growth between 2003 and 2006 as more ships become based in the region. A recent study commissioned by Cruise Down Under indicated the cruise shipping industry in Australia was worth about \$228 million, with Queensland accounting for \$89.4 million.

This table describes the four basic segments to cruising in the Australasia region and sets out some examples of the ships in each segment:

TABLE 2: Australasia four basic segments to cruising

Segment	Companies	Ships	Service Level	Season
Locally based operators	Carnival Australia	Pacific Star Pacific Sun	3 Star 3 Star	Year round
	Orion Expedition Cruises	Orion	4 Star	Year round
Seasonally based in Australia	Princess Cruises	Pacific Princess Sapphire/Diamond Princess	4 Star 4 Star	November - April
	Classic International Cruises	Funchal	3 Star	November - March
	Holland America Line	Statendam	4 Star	November - March
Round the World (RTW)	P&O Cruises	Oriana Aurora	4 1/2 Star 4 1/2 Star	November - March
	Holland America Line	Amsterdam	4 Star	November - March
	Cunard	Queen Elizabeth 2 Queen Mary 2	3 1/2 Star 4 1/2 Star	November - March
Expedition Cruises	Clipper Cruise Lines	Clipper Odyssey	4 Star	November - March

While this gives us a broad view of the Australian market it should be remembered that the characteristics of the ships within each segment varies substantially.

Cruise passengers

In 2003 the global cruise market was in excess of 10 million passengers growing at a rate of about 8% per annum. The US is by far the largest market providing 80% of passengers globally.

An old adage cruise lines have used for years says '*Check into your hotel and we will move the scenery*'. Cruising has become the holiday of choice for many because of the following reasons:

- Convenience - you only have to unpack once
- Soft adventure – your comfort travels with you
- Cost effectiveness - cruises are all inclusive (except personal spending)
- Diverse range of itineraries and destinations
- Onboard facilities – entertainment, shopping, restaurants
- Service – being pampered by friendly staff
- Personal choice – you can do as much or as little as you wish

Not everyone goes ashore. Approximately 80% do and of those 75% go on prearranged tours, so there are still a significant number of people we call FITs (Free Independent Travellers) who do their own thing.

Cruising attracts people from all walks of life. From a pay-as-you-go EasyCruise experience at a bargain basement price, to the yachts of Seabourn where every luxury is provided, a great variety of experiences are available. Vessels are marketed to a particular passenger demographic and the activities, language and service levels are tailored to fit that market.

Cruise passengers coming to Australia and the South West Pacific visit destinations including: Fiji, Noumea, Vanuatu, Queensland, New South Wales, Victoria, Tasmania, New Zealand, Western Australia, Northern Territory, Papua New Guinea and many more.

Queensland destinations include: Brisbane, Fraser Island, Whitsundays, Townsville, Cairns, Port Douglas, and the Torres Strait.

Tourism Queensland research shows passengers visiting Queensland destinations on international transit calls can be described as follows:

- 32% were aged 55 – 64,
- 40% were aged 65 – 74,
- 15% were aged 75+
- 75% were retired
- 44% were males and 56% were females
- The top three source markets for cruise passengers were Europe, the United States and Australia.


While food, accommodation and some entertainment are included in the ticket price, cruise passengers also spend money in the destinations they visit, primarily on taking excursions and shopping. Based on research in Queensland, passenger expenditure in Queensland destinations can be estimated to be about \$110 - \$140 per passenger. Crew members can also make a significant financial contribution to a destination as they take advantage of their off duty time to go ashore.

Cruise destinations

New destinations are opening up all the time as cruise itinerary planners seek that ‘point of difference’ to give them the edge over the competition. Itineraries are generally put together to include destinations grouped in a region that can be visited within a cruise, normally 3 to 14 days, so it is desirable to review what your destination can offer in relation to those nearby.

The largest cruise region at present is the Caribbean followed by the Mediterranean and Alaska and Europe. South East Asia is opening up as Star Cruises and others establish themselves in the region and it has become a popular destination for Australian fly/cruisers, particularly from the West.

Australia and New Zealand are expanding their cruise itineraries and attracting increasingly large numbers of overseas passengers. The basing of large vessels targeted at the local market, such as the PacificStar and



In Australia the cruise business for overseas passengers is largely seasonal so cruise ship calls to the smaller less used destinations may be sporadic and may not provide the basis for regular income unless lucky enough to attract one of the locally based ships that call frequently – see section on season in Market Segmentation

the Pacific Sun, has also helped to grow the local cruise industry so that the region is fast becoming a significant destination to many cruise operators.

Although the tyranny of distance has been a factor in dissuading northern hemisphere passengers from venturing south there are several reasons why the Australia and the South West Pacific is becoming a more popular cruise destination.

- Geographically we are well placed to be the mid-point of a Round World cruise and the competitive airfares now available allow for viable passenger exchanges.
- The region still has a sense of remoteness that is attractive to people who live in highly populated countries.
- There are many unspoilt destinations and cultural attractions remaining in the area of interest to the adventurous.
- We have an attractive climate that is opposite to the northern winter.
- The region has a good range of destinations that embraces everything from large exciting cities to remote tropical beaches, and of course, the largest reef in the world.

What's in it for us?

It is often thought that a visit from a cruise ship is like the proverbial Lotto win for everyone involved but this is not necessarily the case. For instance:

- Port authorities do not generally make a profit as their revenue comes from port charges that are often discounted to attract passenger's vessels.
- Regulatory bodies such as Customs and Immigration and AQIS do not really benefit from cruise vessel calls as the work they carry out is part of their routine job.
- Industrial businesses do not normally profit from cruise calls unless they are marine based, in which case there may be a possibility of contract work onboard if required.

However, there are benefits for tourism related businesses, local shops and transport operators from the passengers and crew who do come ashore to visit the destination and the surrounding region.

Who's who in cruise

The cruise industry has many stakeholders representing the many facets of cruising.

- **Federal or State Tourism Offices** – Tourism Offices act as a focus for national and international tourism interests, promoting tourism inside and outside Australia. They also may collect statistics and are able to provide information about cruise shipping.
- **Cruise Down Under (CDU)** – Cruise Down Under is a member-funded organisation that represents the interests of their members who are associated with the cruise industry in Australia. They also have close ties with Cruise New Zealand. Cruise Down Under is the cooperative marketing brand for Australian and regional cruise destinations. They also work to address cruise industry development issues.
- **Tour operators/ground handlers** – are tourism specialists who design suitable tours by packaging a range of products and who sell these tours to cruise lines for sale on board the ship prior to arrival. The ground handler arranges any necessary transport, catering arrangements and support to be able to ensure that passengers are getting a good experience and value for money – they also act as a central point of

contact should something go wrong. The ground handler negotiates rates from suppliers when they design the package, which can be up to two years before the scheduled visit.

In addition to taking care of daytrips, tours and activities ground handlers regularly organise passenger disembarkation and embarkation formalities in base/turnaround ports and transfer passengers to and from the airport, hotels or other modes of transport as required.

- **Shipping Australia** - is an industry body that represents the interests of shipping generally in Australia. They have a Cruise Committee that could be of assistance, particularly for the more technical aspects of a cruise ship call.
- **Shipping agents** – represent cruise lines in a particular country or port for all matters relating to cruise ship calls. They secure berths and anchorages, arrange for stores and bunkers and organise for Customs and AQIS to visit the vessel. Long term associations' turn into trusted relationships and many cruise lines rely extensively on their agents to provide them with market intelligence and advice on what is happening locally. Agents pay client disbursements and reclaim them along with a fee for services rendered.
- **Port authorities and private cruise berth operators** – Cruise berths may be operated by a Port Authority or by a private cruise berth operator. Control of the wharf and associated facilities is the responsibility of the port authority or the berth operator, which works closely with the Shipping Agent and the Tour Operator to ensure that all safety, environmental and security aspects of a cruise ship call are addressed. Cruise lines generally pay a fee for the use of the facilities.
- **Consultants** - There are a number of consultant companies in Australia that specialise in assisting parties interested in cruising. For consultancy fees they undertake assignments on specialist topics, including cruising, on behalf of clients ranging from Federal and State Governments to private organisations who require their particular expertise.



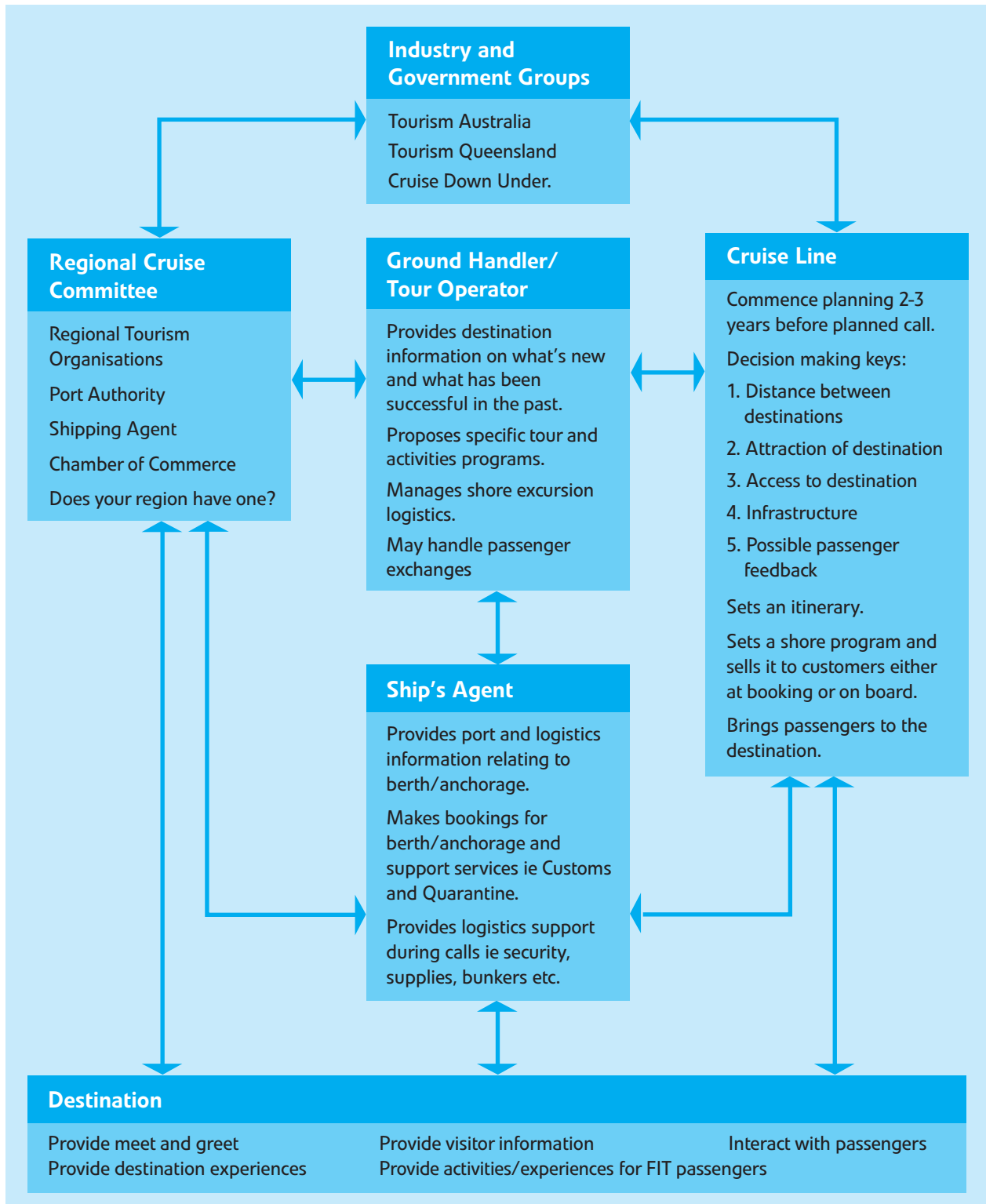
Itinerary planning



ITINERARY PLANNING



Itinerary planning relationships



Where do we start?





WHERE DO WE START?

○ Not all destinations are the same

To become an effective cruise destination it is important to decide what you are able to offer visiting cruise ships and then gear your resources accordingly. Essentially there are three different types of cruise port that can be defined as follows:

Destination Port (where a vessel visits your destination)

- Provides experience based on what destination has to offer
- Does not need full resource capability
- Needs basic facilities ie berth or anchorage and jetty
- Requires basic infrastructure ie reception, transport and activities

Turnaround Port (where a vessel picks up or drops off passengers and supplies)

- Provides the attributes of a destination port
- Has good infrastructure including hotels and air connections
- Has sufficient space to assemble passengers for processing
- Has necessary government agencies ie Customs and Immigration, AQIS
- Can provide fuel, fresh water and stores

Base Port (where a cruise begins or ends)

- All the attributes of a destination port and a turnaround port
- Repair and maintenance capabilities appropriate for the size of vessel based at the port
- May have a cruise line branch office

In the case of turnaround and base ports, described above, an advantage of handling overseas or interstate passengers is the opportunity to provide add-on services either before or after a cruise, for example hotel stays, excursions, shopping, and sightseeing. This is particularly true for turnaround ports where inbound passengers may be extending a holiday.

Although there are normally some differences in the types of activity that can be offered by the three different types of ports, they are all 'destination' ports in that they have to remain attractive to the demands of the itinerary planners.

It is a good idea to make yourselves aware of other destinations within your region and what they have to offer. Cruise lines normally look at opportunities for complementary experiences when planning itineraries within a region so it could be in your interests to work with other destinations and present cruise lines with a better range of product.

Is our destinations suitable?

There are a number of fundamental questions that need to be answered on behalf of any potential cruise destination before decisions can be made about seeking visits from cruise ships.

What do we have to offer?

Generally speaking, a destination needs that 'Point of Difference' referred to earlier, that might be a cultural, natural or a man-made attraction.

If such attractions exist and your destination is within a reasonable cruising range from other destinations in an itinerary there is a good chance that you can get the attention of a cruise line.

Who is a stakeholder?

Organising the logistics for even a small cruise ship call takes coordination and a concerted team effort by those that have an interest in the call.

It may be necessary to change social/economic routine, such as shop opening hours to accommodate cruise passengers. Some destinations have put in all the effort to ensure a successful visit only to let standards slip, and eventually lose future calls.

Can a ship get in?

The port's physical constraints determine the size of ship that can call and consequently the number of passengers that will visit.

Although it is desirable to bring a ship alongside at a wharf, cruise ships can operate successfully from an anchorage if the weather is satisfactory and there are facilities for landing passengers from tenders or transfer boats. The distance of the anchorage from the jetty/wharf facilities is an important consideration when tenders are used and should generally be less than 5 kilometres, otherwise it takes too long to get all passengers ashore. If the distance is necessarily long consider using large fast charter vessels to move large numbers of passengers more quickly. This method has been used very successfully at Hamilton Island and Airlie Beach.

Case study:

Effort and reward

This case study shows what can happen when a destination loses interest in regular cruise ship visits.

Imagine a small community living on a pristine white sand beach surrounding a turquoise lagoon with swaying palm trees and pristine coral – the stuff of picture postcards.

After many meetings with local representatives a landing fee was negotiated by a cruise line for a number of cruise ship calls that would significantly improve the income of the local people. In addition it was agreed that the cruise company would provide funds to improve some of the facilities that would be needed for passengers, specifically, the school toilets and the provision of a beach barbeque. Total investment was in excess of \$50,000.

The first few calls were tremendous with the local people really entering into the spirit of the occasion, providing full support, wonderful activities and giving passengers a truly memorable experience.

After about a year it became evident that the standard of support for the calls had fallen off and passengers started to complain that the activities and souvenirs were second rate and expensive and the local people were not interested.

A meeting was called with the local representatives and for a time things improved but again standards started to drop to the point where the local people would make no effort to prepare for a cruise call and would reluctantly do the absolute minimum the morning the ship arrived.

It became obvious that the local people had lost interest in having cruise ships visit, despite the initial enthusiasm, as it required effort to maintain the quality of the calls.

In the end the cruise company had little option but to find an alternative destination, which they did a short distance away, and suddenly the local people took interest again.

.....but it was too late!

Can we cope?

- Some basic facilities are needed to allow passengers to safely disembark from a ship alongside or from a tender or transfer boat, normally a wharf and/or jetty respectively.

In addition, some shelter to provide protection from the sun or rain is desirable for passengers waiting for transport or re-embarkation. Finally, there should be some basic infrastructure as in a small town or community. Simple things such as public toilets, refreshments (at least potable water) and basic first aid facilities are necessary for passengers coming ashore – this is particularly relevant for beach calls.

Are we in the right place?

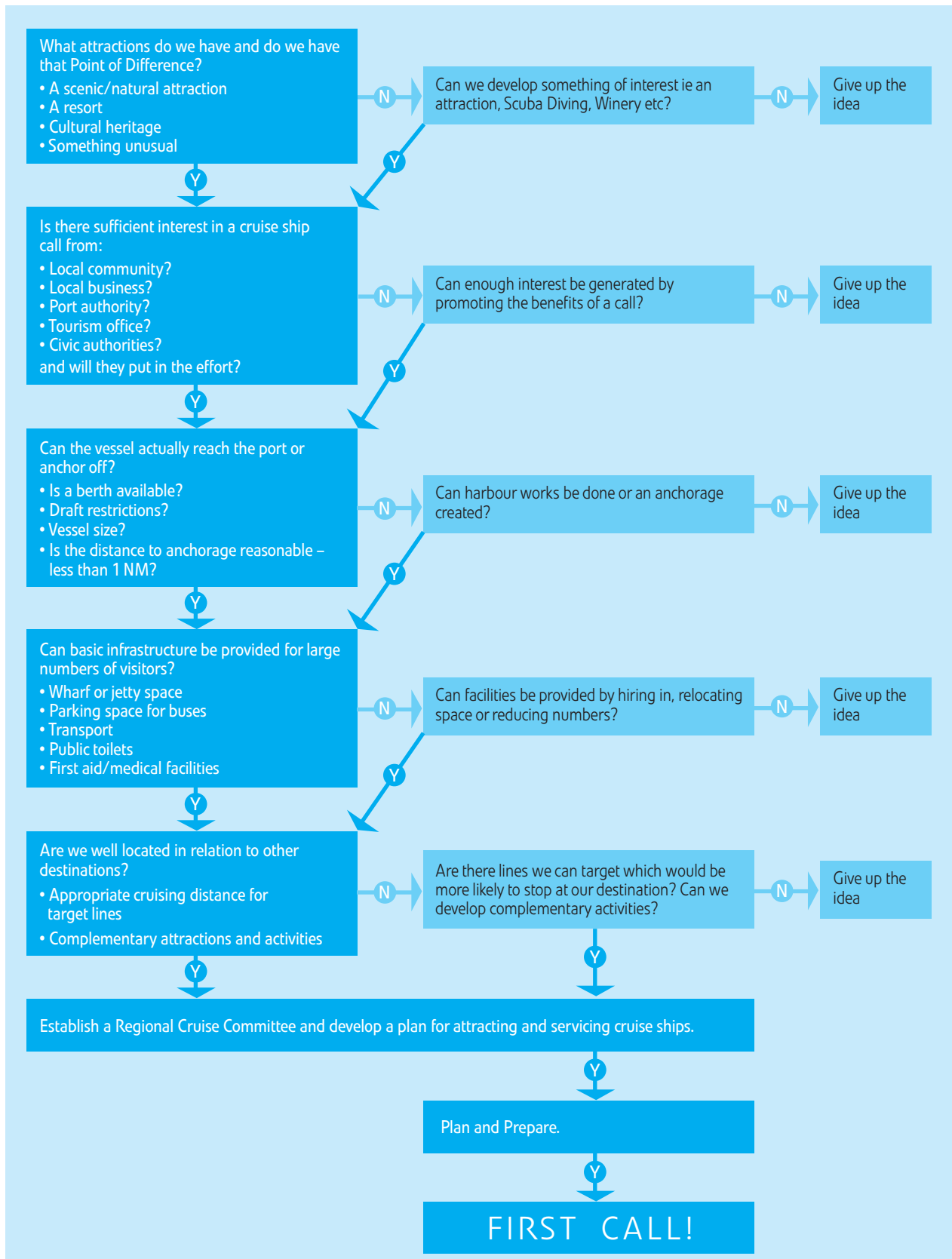
- Itineraries are generally put together to include destinations grouped in a region that can be visited within a cruise, normally 3 to 14 days.

It is important to understand how your destination might fit into a regional itinerary that would be attractive to the cruise lines you are targeting. You need to consider the distance from your destination to other destinations. If you are too near or too far from other destinations it will be very difficult to attract a cruise call. You should also consider what attractions and experiences your destination can offer in relation to other destinations on an itinerary.

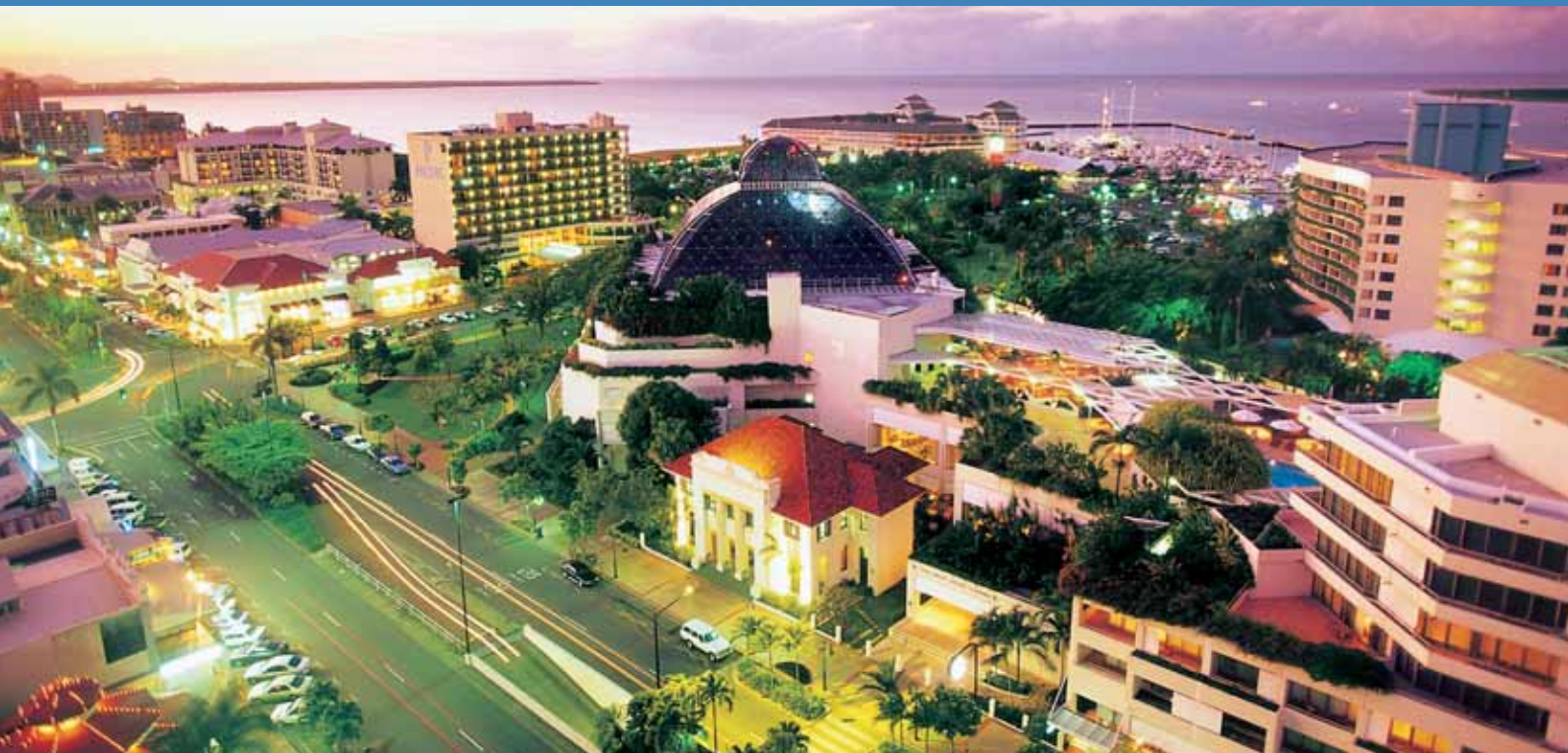
If you can answer these four questions positively then you have met the basic requirements to consider becoming a destination. The next step is to plan a strategy to make it all possible.



WHERE DO WE START?



Plan to succeed



Plan to succeed

- There are many factors to consider in planning to attract and welcome cruise ships to your destination, from how to promote your destination to how to provide the best quality experience to visitors on the day.

Once you have decided that your destination wants to receive cruise ship visits the next step is to form a Regional Cruise Committee (RCC) and develop a plan to attract, service and retain cruise ship visits. The table lists some things to think about including in your plan. A planning template is included in appendices 1 and 2.

TABLE 3: Plan to Succeed

Point of Difference	What is unique about your destination? How will it fit with other nearby destinations to form a cruise itinerary?
Key Stakeholders	Identify key stakeholders in your region and beneficiaries from cruise calls. These might include: Local Business, Shipping Agents, Ground Handlers, Port Authority, Private Cruise Berth Operators, Tourism Offices, Retail Association, Chamber of Commerce, Local Government.
RCC	Identify Regional Cruise Committee members. Members are most likely to be drawn from your key stakeholders.
Goal & Objectives	Be clear about your goals, which could include: <ul style="list-style-type: none"> • To attract a cruise vessel call • To make the call successful • To achieve repeat calls • Provide benefits to local tourism businesses • Raise awareness of the destination • Develop infrastructure
Resources	Identify the resources you have available to manage a cruise call. Are they sufficient? Identify gaps and how they will be addressed. <ul style="list-style-type: none"> • Buses and other transport • Tourism product • Ability to provide a meet and greet service
Planning	Issues to consider include: <ul style="list-style-type: none"> • When will the RCC meet? • Who will work on marketing initiatives? • Who will manage operational activities? • How will you communicate with other stakeholders in the region?
Marketing Activities	Activities could include: <ul style="list-style-type: none"> • Generate media coverage through public relations • Participate in collaborative marketing publications • Host familiarisations for media and trade • Work with ground handlers to promote and package local activities and attractions • Providing information sheets to visiting cruise passengers • Communicating with the local community about what to expect from a cruise visit
Operational Activities	Activities could include: <ul style="list-style-type: none"> • Visiting the wharf • Planning to handle foreign currency • Arranging Meet & Greet • Welcome signage • Off wharf activities – craft stalls/markets • Equipment hire – are marquees required? • Transport planning - shuttle buses, taxis • Traffic Management • Weather contingencies • Communication with local stakeholders • Breakdown and storage of equipment for next visit
Evaluation	<ul style="list-style-type: none"> • Collection and collation of feedback from stakeholders • Review of call by RCC • Feedback to stakeholders • Tracking cruise ship visits • Reviewing visitor satisfaction

How do we attract a cruise ship?



HOW DO WE ATTRACT A CRUISE SHIP?



Marketing: targets, partners and tools

Before launching into any marketing initiatives it is vital to determine who you need to market to, who you can partner with on marketing initiatives and what marketing tools and resources you have at your disposal.

Various organisations are able to assist you in your marketing efforts, both in identifying targets and promoting your products and destination.

Marketing targets

It is assumed that any new cruise destinations in the region are, at least in the initial stages, going to be marketed as destination ports as opposed to turnaround or base ports – refer to Where Do We Start.

However, definition of the likely type of destination is not enough for effective identification of marketing targets and appropriate promotional tools. Appropriate targets need to be more rigorously identified based on a number of factors:

- Navigational access determines the size and type of ship that will call at a particular destination.
- Port facilities, distance from and relationship with neighbouring destinations will also impact on sizes and types of likely vessels calling.
- Range and type of local ground product (environmental, sporting, cultural, historic, retail, topographic etc) will attract differing types of cruise operator and passenger.
- Ground transport capability and capacity similarly will have an impact on visiting vessel size and type.

These factors affect the relative attractiveness of an individual destination to a range of cruise vessels and their passengers mix – from small upmarket specialist expedition cruise ships to medium sized middle market regionally based vessels to large seasonal Round the World cruise mega-ships.

Do your research and identify the most appropriate market segments for your destination to target and identify the cruise lines in this segment of the market. You may be able to work with your marketing partners to achieve this.

Once you have identified your target segment you need to consider the most appropriate marketing targets. These could include the following:

Tour operators/ground handlers – One of the best ways to promote the activities and attractions of your destination is by working closely with a ground handler who has a well-established line of communication with the cruise lines.

Most of the major international cruise lines visiting Australia use a ground handler and there are normally a small number of ground handlers who keep the cruise lines up to date with what is new in the region. Their speciality is finding complementary activities and attractions which they can then package up and promote to the cruise lines, who in turn decide whether or not to call at a particular destination.

It follows then that marketing efforts are well spent in working with the ground handler to ensure they are aware of the products in your destination and able to represent your destination to cruise lines seeking new destinations.

As a tourism operator you will require your own appropriate insurances if you wish to supply to cruise lines. The tour operator packaging for the cruise line will want to see a copy of your current insurance certificates. It should be noted that ground handlers also carry indemnity cover for ground operations, thus providing them with the necessary protection from the occasional vexatious and 'hard to please' cruise passenger.

○ **Cruise lines** – There are a small number of locally based cruise line operators:

- P&O Cruises (Carnival Australia);
- Captain Cook Cruises; and
- Orion Expedition Cruises.

However international cruise lines do not normally have offices in Australia and are represented by shipping agents. The different international cruise lines cover a very wide range of vessel sizes and types, and cater for a very broad spectrum of passenger type. Any marketing direct to the lines needs to be highly targeted and focussed on the correctly identified executive in that organization – usually based in North America, Europe or Asia. This is not an easy task for emerging regional cruise destinations on the other side of the world, and international marketing may be best conducted in conjunction with partners.

○ **Cruise passengers** – Targeting the cruising individual is normally left to the major cruise lines as it is a very diffuse market and requires extensive marketing budgets.

For the cruise destination this part of the market is best attacked through the ground handler who will work with the cruise line to sell ground tours to passengers when they purchase their cruise ticket, or on board the vessel after the cruise has departed from its home port. Once a cruise ship visit is planned there may be further opportunities to promote your destination to cruise passengers on arrival, such as setting up a visitor information desk.

Marketing partners

○ **Marketing efforts are likely to be more effective if they are linked back to an RCC, which includes representation from all the stakeholders involved in developing local cruise calls (refer Plan to Succeed).**

Ideally an RCC would include representation from a Regional Tourist Organisation, which will be a great source of expertise in marketing the destination.

Potential partners in marketing your cruise-shipping destination include:

○ **Industry organisations, which in Australia is Cruise Down Under (CDU).**

Cruise Down Under is a member based organisation which promotes cruising in the South West Pacific region on behalf of its members and annually takes a stand at the world's largest cruise trade forum, the Seatrade Cruise Conference and Exhibition held in Miami every March. Some of the world's larger ports take stands there. However it is very expensive for a small port or cruise destination to attend so using CDU to represent you is a cost effective way of getting exposure. For the cruise operator this is also an efficient way of collecting regional information. During Seatrade CDU representatives also visit major cruise lines to promote the region.

- **Tourism organisations** – are represented at all levels National, State and Regional.

Sometimes they are in direct contact with cruise lines but often they work with organisations like CDU, which is specialised in cruising and has established lines of communication with the cruise lines. Tourism Organisations can assist with the marketing effort by providing access to advertising and initiatives such as:

- Generating media coverage through public relations (both in cruise magazines and in general travel media)
- Participating in collaborative marketing initiatives in the appropriate publications i.e. Travel magazines or specialist cruise magazines and newspapers
- Working with Regional Tourist Organisations (RTOs) and State Tourist Organisations (STOs) to do joint photo shoots to promote your destination
- Gaining representation through the RTO membership of Cruise Down Under or joining CDU yourselves

Marketing tools

- **Now you have identified your key point of difference, identified your marketing targets and identified your marketing partners the next critical question is how to promote the destination.**

The following information would be useful in promoting to ground handlers, ships agents and ultimately to cruise lines.

- Up to date product information about attractions, tours and transport including costs and distance from port
- Location and shipping facilities i.e. distance from other destinations, berthing arrangements
- General destination information i.e. climate, distance from port to the city centre, availability of services such as banking and shopping
- High resolution images of your destination and its attractions

Providing this information about your destination and its cruising potential does not necessarily require a cruise specific brochure. An information package could be made up of existing promotional material for the destination and its tourism products, plus some simple fact sheets, which cover the required shipping information.

The precise marketing activities you undertake will vary according to products and services available within the regional portfolio, target market segment and promotional budgets. Some of the activities which could be used to market your destination include:

- PR & Media activities
- Familiarisation visits for journalists, Ground Handling and Cruise Industry executives
- Cooperative activities such as joining Cruise Down Under to be represented at Seatrade and appear in their annual brochure and on the website
- Cooperative activities with STOs and RTOs such as production of a regional cruise information flyer
- Participating in regional collaborative marketing materials including RTO brochures

There are a number of cruise industry publications that may present PR or advertising opportunities.

Some of the relevant publications are:

- Seatrade Cruise Review
- Lloyds Cruise International
- Cruise Passenger – an Australian publication
- World Wide Cruising – an Australian publication

Spreading the word for your cruise destination will hopefully attract not only a cruise call but it will probably mean visits from media, Tourism Organisations and other interested parties who will wish to see what you have on offer. It is a good idea to keep both cruise industry and community stakeholders informed so that they can be involved and support cruise marketing initiatives.

Eureka!

Let us assume your promotional efforts have been successful and you have secured a cruise call at your destination. It may seem a long way off but there is a significant amount of planning to be done so the RCC won't be idle.

The RCC will need to advise the local community of the upcoming visit. A large influx of passengers into a community can be disruptive and managing this influx will require significant planning.



How do we prepare for a cruise ship visit?



HOW DO WE PREPARE FOR A CRUISE SHIP VISIT?



Poor Preparation Produces Poor Performance (5Ps) so the RCC must focus their efforts on making sure that all aspects of the cruise call are given the necessary attention to detail. Firstly some determination must be made of available skills and resources to ascertain any gaps in what exists against what is required. The following items should be considered as a minimum:

Who does what?

While the ground handler and shipping agent are there to look after the ship and its passengers, it may well still be necessary to recruit additional labour to assist in providing meet and greet services, man an information/promotion office and generally help out on the day. This would be an organising responsibility of the RCC.

Control of activities on the wharf is crucial to the success of a cruise ship call and access is tightly controlled, which keeps onlookers away from the wharf area and can impact on meet and greet services. Access to the facility is controlled by the Port Authority or by the Private Cruise Berth Operator. You would need to contact them to find out what areas you can access. The ship will also have its own security arrangements in place and will control people on and off the gangway.

The Australian Government is introducing a new Maritime Security Identification Card (MSIC) for people who require access to maritime security zones at ports more than once a year. An MSIC does not entitle you to automatic access to all zones, but simply demonstrates you have successfully completed the background checks to access such zones. From January 1 2007 all people working within the secure areas of a port or ship will require an MSIC.

Unfortunately, due to world events, cruise lines are very strict on whom they allow on board nowadays. Normally only the agent and other service providers will be allowed on board and the ship's agent will need to have a list of those wishing to board, and for what reason, prior to the ship arriving so he can arrange the necessary visitors passes.

The port authority or private cruise berth operator will ensure the ship is safely on the berth or will check the jetty facilities for tendering, but it is normally the job of the ground handler to control the movement of passengers on the wharf, especially those who are doing pre-booked tour or activities.

Use your resources – Smaller communities don't always have sufficient transport, equipment or manpower to handle a large visiting cruise vessel and all its passengers so a bit of lateral thinking is sometimes required to overcome this.

Most communities have unrecognised resources which can be utilised to support a cruise call and the following might be considered as a guide:

- Alternative/additional transport – use of trucks or school buses if possible
- Use of council barriers, signage, tigertape, traffic cones and other similar equipment for crowd control, direction etc.
- Use of port cargo handling/access equipment for baggage/stores handling, marking out a boundary or providing additional access ie gangways, pallets etc – See Case Study

Welcome (aka meet and greet) – All passengers enjoy being welcomed and there are a variety of ways in which this can be achieved. A welcome can be as simple as having a local band playing on the quay as the ship comes alongside (if allowed by security) or it can be a give away souvenir provided from the information centre.

The RCC should decide the level of welcome they feel appropriate taking into consideration budget, manpower resources, time and space available. Some destinations also provide entertainment on departure as a farewell.

Costs associated with Meet and Greet may have to be absorbed by the RCC possibly from a self-funded model involving local business.

Cairns provides a musical Meet and Greet in the form of a band playing on arrival (and departure if it is not too late) and during the afternoon passengers get to experience the tasting of Tropical Fruits in the terminal prior to the ships departure. The band and other Meet and Greet participants are security cleared and are then allowed to be inside the Security cordon.

All ashore

It is a good idea to ask the Ground Handler or Shipping Agent about the demographic of the arriving passengers as this will have a bearing on what activities and amenities may be required; nationality is important for language and currency issues. An indication of any mobility problems is also necessary to determine how much assistance might be required ashore.

Passengers will have different requirements once ashore. Some will be joining tour buses or other organised transport, FITs will probably just want to go into town and do their own thing.

The use of an empty, clean cargo shed or the erection of a marquee is a good way to create a market type atmosphere where passengers can pick up promotional material, including maps (it is worth remembering that many cruise passengers are avid travellers and may well return as tourists to destinations that they have come across during their cruise).

Transport issues need to be well managed and will be coordinated by the Ground Handler, the Shipping Agent and the Port Authority or Private Cruise Berth Operator. A separate area should be set aside for buses to wait for their tour passengers, ideally undercover. The ground handler normally controls this area, as it requires some organisation to ensure that passengers get on the correct tour bus. It might be possible to supply a shuttle bus service into town, if the budget allows and the distance is not an easy walk.

Taxis need to be available for passengers and should have an area set aside outside the security zone for this purpose. Private cars should be restricted to a particular pick up point or not allowed at all – access to the wharf area should be under the strict control of port security.

Consider having Welcome signage and also signs to direct passengers to any areas eg Information Booth that you have set up.

Case study: Lateral thinking

This case highlights how a little bit of innovation can result in a very successful day.

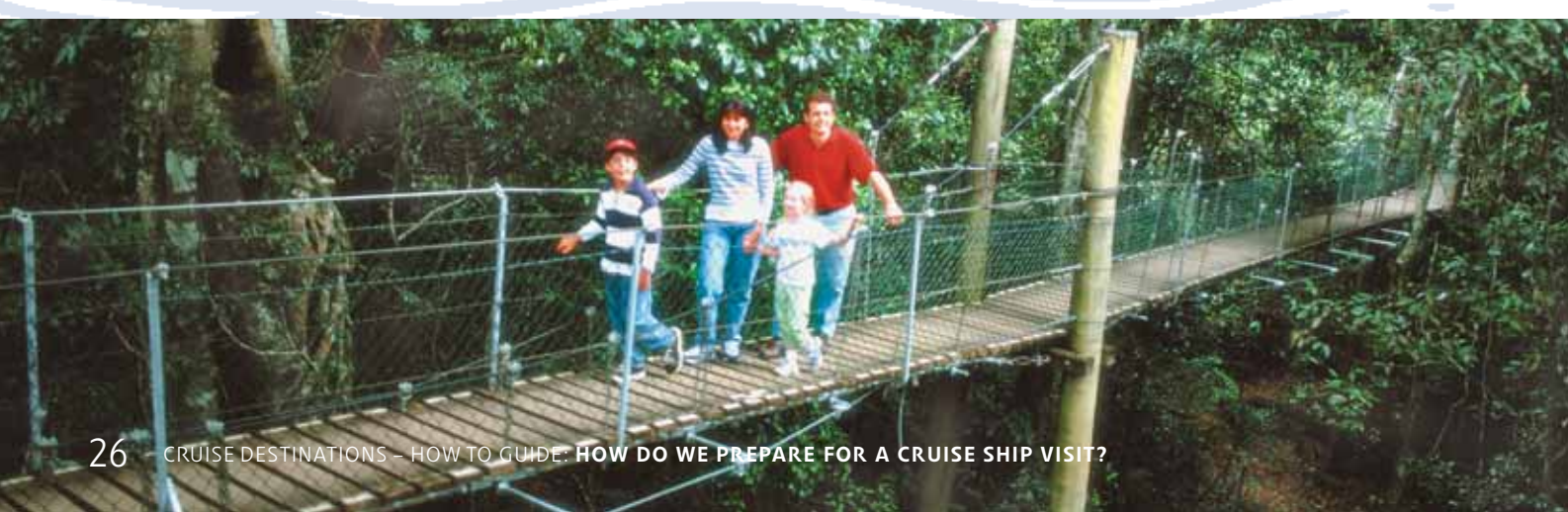
On her maiden voyage the Oriana had to berth at Fisherman Islands at the mouth of the Brisbane River as no other berth was available. Being a container terminal, facilities were somewhat scarce although there was a large amount of open space available. Strategic use of empty shipping containers marked out a segregated area on which a large marquee was erected and the judicious use of crowd barriers very quickly turned this barren area into a very useable passenger ship berth. There was lots of room for mustering passengers for tour buses, providing a taxi rank and large amounts of parking space for the hundreds of sightseers who want to glimpse this magnificent ship. The day went without a hitch.

The RCC should be aware that certain formalities are necessary before passengers are allowed ashore and this is the responsibility of Customs and Immigration and the Australian Quarantine and Inspection Service. The ship's agent is responsible for organising this.

Retail therapy – As has already been mentioned passengers come ashore with the expectation of being able to spend their hard earned money on whatever the local community is able to offer. In some destinations retailers put a welcome sign for passengers in their window and may offer a special cruise discount to attract more of the business.

If hosting passengers from international ships retailers should be prepared to receive credit cards or in some cases handle foreign currency; at the very least they should know where there are facilities for changing money ie banks or exchange agents. This needs to be pre-organised by the RCC.

As the lead time dwindles away, all the planning and preparations are made and before you know it your cruise ship is coming into port.



Your ship comes in



YOUR SHIP COMES IN



The meet and greet team will arrive early in the day, before the passengers start to disembark the ship, and set up to welcome passengers to the destination and to provide visitor information. The ship will enter the port (or anchorage) and will be made fast before gangway(s) are lowered and passengers start to come ashore.

Once disembarked, passengers who have booked a shore excursion onboard will be looking to join their tours and Free and Independent passengers will most likely be looking to make their way into town. The ground handler will coordinate and direct the tour passengers. All passengers, though particularly Free and Independent passengers, may also be seeking visitor information about your destination.

Throughout the day the quay area is tightly controlled. There will be a steady movement of passengers and crew as they return to the ship for lunch (all meals are generally included in the price of their cruise ticket), return from their morning tours or disembark to take an afternoon tour. Tours are normally offered for either a half day or full day.

The ship will have a scheduled departure time and passengers will have been told what time they must be back on board – tour returns are programmed accordingly. Once everyone is back on board – the ship is obligated to check the number of individuals for security – then the gangway(s) will be raised and the ship will be readied for sea.

As the ship readies for departure the RCC may wish to provide farewell entertainment.

As the vessel pulls off the quay it is possible that the Captain may sound the ship's whistle, a traditional gesture to thank the local people for the visit. The vessel will then proceed to sea and the RCC should agree on a date for a debrief.

Murphy's Law

So far we have covered positive aspects of cruising but there are some risks involved that you should be aware of.

Cruises follow itineraries that have very little flexibility in their timing so any delay to a vessel can result in the Captain having to make some tough decisions about what has to be dropped from the itinerary for him to stay on schedule. The reasons for potential delay are numerous but some of the most common ones are:

- Mechanical breakdown of the vessel – this is becoming less common as newer vessels have a measure of redundancy in their equipment

Case study: Kava blues

This case study describes a classic Meet and Greet that went slightly awry.

The Fairstar was the first cruise ship to call at Levuka, the old capital of Fiji. The vessel had to anchor in the bay off the town and all the passengers were tendered ashore to the jetty.

The local people had set up the most amazing welcome for passengers on the wharf that included native dancing, custom ceremonies, the gift of a lei and unbeknown to the cruise management 3 rather large dustbins full of kava prepared for passenger consumption.

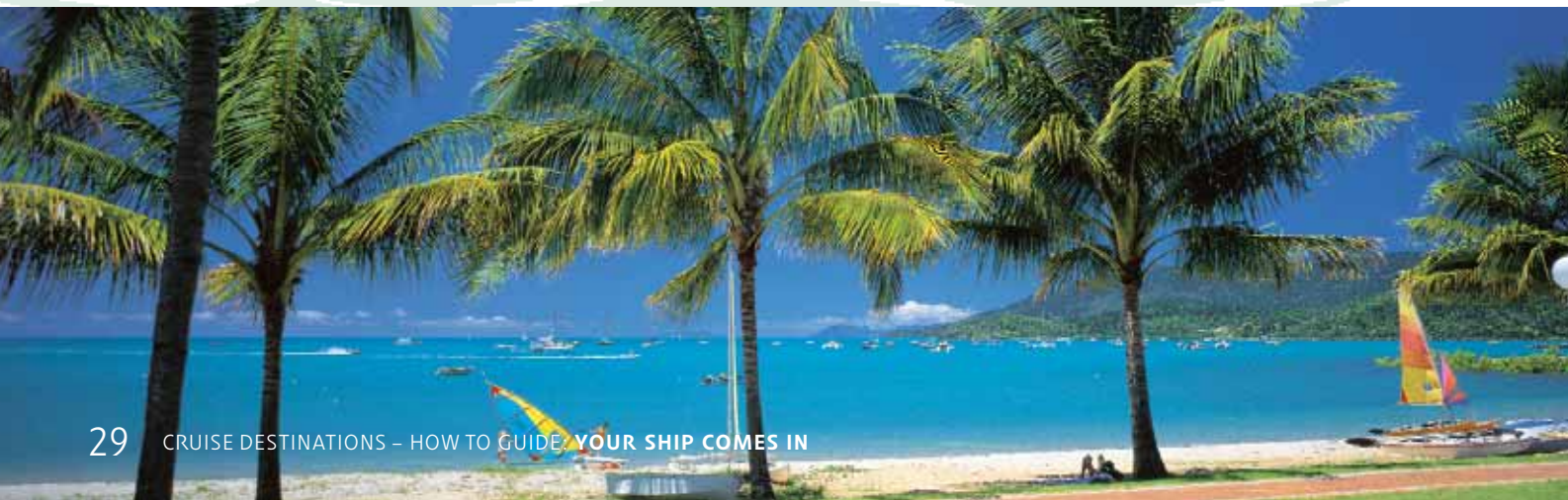
Needless to say many of the more adventurous passengers spent the afternoon quaffing kava without realising the effects that it would have on them as novice kava drinkers and when it came time to return to the ship it became apparent that many of them couldn't walk – a classic symptom of kava drinking. It meant that they had to be lifted back into the tenders and additional help had to be sent from the Fairstar as she risked being delayed on departure.

Memorable!!

- Damage to the vessel that affects statutory survey certification
- Inclement weather that slows the vessel down
- Medical emergencies or Search and Rescue involvement
- Periods of poor visibility requiring a reduction in speed.

Sometimes these delays only result in a late arrival, which necessitates a re-organisation of the day but unfortunately, in some cases, delays will result in the cancellation of a cruise ship call. Regardless of the potential for a delay the destination still needs to be present and prepared for the arrival of the ship. The ship's agent will be able to advise you if a ship is cancelled or delayed.

Issues and problems can crop up during the day. Key people for the destination should have a contact list that includes emergency numbers and numbers for all the other people involved in the day so that an immediate response can be made should a problem occur.



Evaluating success



EVALUATING SUCCESS



Hopefully everyone has had a great time and it is time to reflect on the day

Didn't we do well

It is a good idea for the RCC and others who may have been involved to hold a review of the call to assess what was done well and what might have been done better.

Some of the things that need to be considered might be:

- Allocation of available space on the quay or reception area and its layout.
- Was sufficient equipment available and properly utilised?
- Was there enough transport?
- How successful was the Meet and greet/farewell
- Crowd management and control
- Safety and security
- Excursion/tour organization
- Feedback from retailers and other providers
- Collection of revenue and cost information for the call
- Analyse what attractions were successful and which were not
- Can anything be added to enhance future calls?

Any reports prepared following the review of the call should be made available to Tourism Organisations for statistical purposes.

Or did we?

All cruise lines ask their passengers to rate their experiences and this includes feedback on all destinations visited during an itinerary.

Many cruise lines will send their social staff on tours as 'secret shoppers' and require a report to be written on the success of the particular tour or attraction. Cruise ship officers and crew regularly give informal feedback to the cruise lines on the success (or otherwise) of a particular visit and this is particularly so if it is a first call. The shore operations department will be very quick to alert a destination to shortcomings or bad experiences normally via their agent so it is a good idea to keep in touch with the agent for feedback on any cruise call you have had.

The hard facts

The success of the call can only be gauged by receiving feedback from all stakeholders. The port authority or private cruise berth operator, ships agent and ground handler can provide a view of how the logistics worked in matters of berthing, tendering and passenger control.

The RCC will have an idea of the success of Meet and Greet and any other facility provided by them. Information on the success of the Tours, Attractions, Activities and Retail service can be collected from tour operators and shopkeepers. You could also seek the cruise lines feedback through the ground handler or ships agent.

The final measure of success, however, is having the cruise line agree to further calls.

The next time

Hopefully the success of the day has given everyone the enthusiasm to do it all again. The good news is that it can be done with the benefit of experience and it will almost certainly be organised slightly differently the next time.

There is no formula for arranging successful cruise ship calls other than:

- Enthusiasm
- Teamwork
- Organisation
- Attention to detail; and
- Keeping a sense of humour



Information and resources



INFORMATION AND RESOURCES



Information sources

○ Magazines

- Seatrade Magazine Web: www.seatrade.com
- Cruise Ferry Info Web: www.shippax.se
- Cruising News Web: www.cruisingnews.com.au

○ Books

- Berlitz Complete Guide To Cruising by Douglas Ward
- The World Cruise Shipping Industry to 2020 published by Ocean Shipping Consultants
- The Essential Little Cruise Book by Jim West
- Fielding's Worldwide Cruises
- Fodor's Worldwide Cruises & Ports
- Reed's Official Cruise Guide
- Stern's Guide to Cruise Vacations

○ Information websites

- www.tourismskillsdevelopmentguide.com
- www.cruise-community.com
- www.travelpage.com
- www.cruisenewsdaily.com
- www.cybercruises.com
- www.cruise-information-center.com
- www.travel.ninemsn.com.au/cruise/
- www.maritimematters.com
- www.cruise4.com

Cruise industry contacts

Contact	Address	Telephone	Fax	Email	Website
Organisations					
Council of Australian Tour Operators	Level 3, 309 Pitt Street Sydney NSW 2000	02 9264 3299	02 9264 1085	info@cato.asn.au	www.cato.asn.au
Cruise Down Under	PO Box 1117 Sandy Bay Tasmania 7006	03 6223 7334	03 6223 7334	cdu@cruisedownunder.com	www.cruisedownunder.com
Tourism Australia	PO Box 2721 Sydney NSW 2001	02 9360 1111	02 9331 6469	corpaffairs@tourism.australia.com	www.tourism.australia.com
Cruise Lines International Association	80 Broad Street Suite 1800 New York 10004	0011 1 212 921 0066	0011 1 212 921 0549	clia@crusing.org	www.crusing.org
International Council of Cruise Lines	2111 Wilson Boulevard 8th Floor Arlington VA 22201	0011 1 800 595 9338	0011 1 703 522 3811	info@icci.org	www.icci.org
International Cruise Council Australasia					www.crusing.org.au
GBRMPA	PO Box 256 Belgian Gdns QLD 4810	07 4750 0705	07 4772 6093	lschluter@gbmpa.gov.au	www.gbmpa.gov.au
Ships Agents					
Carter Marine Agencies Pty Limited	PO Box 319 Westcourt QLD 4870	07 4039 1046	07 4039 0685	carrie@cartermarine.com	www.cartermarine.com
Barwill Agencies	PO Box 4097	02 9439 7223	02 9439 8587	barwil.oceania@barwil.com.au	www.barwil.com
Oceania Maritime Services P/L	Level 12, 15-19 Bent Street Sydney NSW 2000	02 8227 3000	02 9223 0064	information@oceaniamaritime.com.au	www.oceaniamaritime.com.au
Inchcape Shipping Services P/L	PO Box 5005, West Chatswood NSW 1515	02 9410 8888	02 9410 8800	australia@iss-shipping.com.au	www.iss-shipping.com
Ground Handlers					
Bob Wood Travel Group Pty Ltd	PO Box 628 Spring Hill QLD 4004	07 3832 3511	07 3832 1808	info@sthpactours.com.au	www.sthpactours.com.au
The AOT Group	Level 8, 420 St Kilda Road Melbourne VIC 3004	03 9867 7233	03 9867 7244		www.aic.com.au
Abercrombie & Kent Australia P/L	Level 1, Suite 6, 3 Spring Street Sydney NSW 2000	02 9241 3213	02 9241 3813	info@abercrombiekent.com.au	www.abercrombiekent.com.au
Select Tours Australia	PO Box 1573 Leichhardt NSW 2040	02 9550 d047	02 9550 8202	select@selectaustralia.com	
Treasures of the Pacific					
Marine					
Torres Pilots	PO Box 674 Bulimba QLD 4171	07 3217 9544	07 3217 9722	operations@torrespilots.com.au	www.torrespilots.com.au
Australian Reef Pilots	PO Box 338 Albion QLD 4010	07 3262 4600	07 3262 5633	Operations@reefpilots.com.au	www.reefpilots.com.au

Contact	Address	Telephone	Fax	Email	Website
Regional Tourist Organisations					
Brisbane Marketing	PO Box 12260 George Street Brisbane QLD 4003	07 3006 6200	07 3006 6250	info@brisbanemarketing.com.au	www.brisbanemarketing.com.au
Bundaberg Region Tourism	PO Box 390 Bundaberg QLD 4670	07 4153 8800 1800 30 8888	07 4153 8880	info@bundabergregion.com.au	www.bundaberg.info
Capricorn Tourism and Development Organisation Inc	PO Box 1313 Rockhampton QLD 4700	07 4927 2055	07 4922 2605	admin@capricorntourism.com.au	www.capricorntourism.com.au
Fraser Coast South Burnett Regional Tourism Board Ltd	PO Box 446 Maryborough QLD 4650	07 4122 3444	07 4122 3426	info@frasercoast.org.au	www.southernburnmettholidays.info www.frasercoasrholidays.info
Gladstone Area Promotion and Development Ltd	PO Box 5186 Gladstone QLD 4680	07 4972 9000	07 4972 5006	gapdi@gladstoneregion.org.au	www.gladstoneregion.org.au
Gold Coast Tourism	PO Box 7091 Gold Coast Mail Centre QLD 9726	07 5592 2699	07 5570 3144	info@gctb.com.au	www.goldcoasttourism.com.au
Mackay Tourism Ltd	PO Box 5754 Mackay Mail Centre QLD 4741	07 4944 5888	07 4952 2034	info@mackayregion.com	www.mackayregion.com
Outback Queensland Tourism Authority Inc.	PO Box 13109 Brisbane George Street QLD 4003	07 3236 4996	07 3236 4640	info@outbackqld.gov.au	www.outbackqld.com.au www.outbackholidays.com.au
Southern Downs Tourist Association	PO Box 900 Warwick QLD 4370	07 4661 3122	07 4661 1957	sdt@warwick.qld.gov.au	www.southern-downsholidays.info
Toowoomba & Golden West Regional Tourist Association	PO Box 3090 Toowoomba QLD 4350	07 4632 1988	07 4632 4404	enquiries@tgw.com.au	www.toowoombaholidays.info
Tourism Sunshine Coast	PO Box 246 Mooloolaba QLD 4557	07 5452 2555	07 5477 7322	info@tsc.com.au	www.sunshinecoast.org
Tourism Tropical North Queensland	PO Box 865 Cairns QLD 4870	07 4031 7676	07 4051 0127	information@tng.org.au	www.tropicalaustralia.com.au
Tourism Whitsundays	PO Box 83 Airlie Beach QLD 4802	07 4948 3333	07 4946 7387	info@whitsundaytourism.com	www.whitsundaytourism.com
Townsville Enterprise Ltd	PO Box 1043 Townsville QLD 4810	07 4726 2728	07 4726 2700	tel@tel.com.au	www.townsvilleonline.com.au

Cruise lines

Company	Website
Blue Lagoon Cruises	www.bluelagooncruise.com.au
Captain Cook Cruises	www.captaincook.com.au
Carnival Cruise Lines	www.carnival.com
Celebrity Cruises	www.celebritycruiselines.com
Classic International Cruises (Aust)	www.classicintcruise.com
Clipper Cruise Line	www.clippercruise.com
Costa Crociere	www.costa.it
Cruise West	www.cruisewest.com
Crystal Cruises	www.crystalcruises.com
Cunard Line Limited	www.cunard.com
Delphin Seereisen GMBH	www.delphin-cruises.com
Discovery Cruises UK	www.discoverycruiseline.com
Discovery World Cruises	www.discoveryworldcruises.com
Epic Adventure Cruises	www.epicadventurecruises.com
Fred Olsen Cruise lines	www.fredolsencruises.co.uk
Global Marine Travel	www.globalmarinetravel.com
Hapag Lloyd Kreuzfahrten	www.hapag-loyd.com
Holland America Line	www.hollandamerica.com
Japan Cruise Line Inc	www.venus-cruise.co.jp
Lindblad Expeditions	www.expeditions.com
Mediterranean Shipping Company	www.msccruises.com
Mitsui OSK Passenger Line	www.mol.co.jp
Noble Caledonia Ltd	www.noble-caledonia.co.uk
Norwegian Cruise Line	www.ncl.com
NYK Cruises Co Ltd	www.asukacruise.co.jp
Oceania Cruises	www.oceaniacruises.com
Orion Expedition Cruises	www.orioncruises.com.au
P&O Cruises UK Limited	www.pocruises.com
P&O Cruises Australia	www.pocruises.com.au
Pearl Cruises	www.pearlcruises.com
Phoenix Reisen GMBH	www.phoenixresien.com
Princess Cruises	www.princesscruises.com
Residensea	www.residensea.com
Royal Caribbean Cruises	www.royalcaribbean.com
Saga Shipping Company	www.saga.co.uk
Seadream Yacht Club	www.seadreamyachtclub.com
Seabourn Cruise Line	www.seabourn.com
Seetours	www.seetours.de
Seven Seas Cruises	www.rssc.com
Silversea Cruises	www.silversea.com
Society Expeditions	www.vacationstogo.com
Star Clippers	www.starclippers.com
Star Cruises	www.starcrises.com
Swan Hellenic	www.swanhellenic.com
Transocean Tours Touristik	www.transocean.de
VShips	www.vships.com
Windstar Cruises	www.windstarcruises.com
World Explorer Cruises	www.wecruise.com
Zegrahm Expeditions	www.zeco.com



GLOSSARY OF TERMS



Add-ons	Extra services for which an additional charge is made.
Air-sea	A tour or travel itinerary which involves the use of both sea and air transportation.
Bunkers	An expression that describes bulk fuel or fresh water taken on by a ship.
Cabotage	Term used to describe the carriage of passengers taken on at one point and off loaded at another point within the territory of a the same sovereign state.
CDU	Cruise Down Under.
CLIA	Cruise Lines Industry Association – US based cruise industry association.
Ecotourism	Ecologically sustainable tourism.
ETA	Estimated Time of Arrival.
ETD	Estimated Time of Departure.
Excursion	A side trip or short duration tour.
FIT	Free Independent Traveller – Person who has not pre-booked tours or travel services at a destination.
Free port	A port that is free of customs duty.
Ground handler	An individual or company that packages tourism services for sale or provides support for passenger exchanges.
Inbound	Term denoting short term travel to and within a country by a foreign national.
ICCA	International Cruise Council of Australasia – locally based industry representation body.
ICCL	International Council of Cruise Lines – an industry representative body based in the United States.
Inbound tour operator	See Ground Handler.
Itinerary planner	Specialist employed by a cruise line to prepare cruise itineraries taking into account port logistics, location and product.
Knot	A measure of speed over water equal to 1 Nautical Mile (NM) or 1.85kms per hour.
Liner	Large ocean going passenger ship.
Manifest	Document listing passengers.
Meet and greet	A welcome given to arriving passengers normally organised by the RCC or local tourism group.

Providore	Sometimes called a ships chandler – someone who supplies a ship with stores items ie food, beverage, equipment etc.
RCC	Regional Cruise Committee.
RTO	Regional Tourist Organisation – Body primarily concerned with promoting regional tourism.
Shore excursion	Optional tour of a destination offered for sale onboard a cruise ship.
Soft adventure	Marginally adventurous tourism engaged in by passengers who like to have their level of comfort with them ie the cruise ship.
Tender	A boat used to transfer passengers from a ship at anchor to the shore and back.
Turnaround time	Time taken to exchange one set of passengers with another taking into account the time required for passenger processing and servicing/cleaning of the vessel.



APPENDICES



Appendix 1: RCC planning template

Point of Difference	
Goal & Objectives	
Key Stakeholders	
Available Resources	
RCC Members	

Appendix 2: RCC action template

Date for Completion											
Measures/KPIs											
Stakeholder Support											
Resources Needed											
Person Responsible											
Actions											

Appendix 3: RCC pre-arrival checklist

Note: Although some of the items listed below are the responsibility of others such as the Ship's Agent and the Inbound Tour Operator it is within the interests of the RCC to make sure the following points are checked off as completed.

- Contact lists prepared
- Liaison with Port Authority
- Liaison with ship's agent
- Liaison with Ground Handler
- Has the call been advertised locally?
- Local police advised, if required
- Meet and greet organised
- Volunteers/additional manpower recruited and allocated
- Information desk set up
- Promotion material and maps available
- Directional signage
- Retailers Welcome signage prepared
- Foreign Exchange/Credit Card Facilities
- Taxi rank organised
- Additional transport arranged if needed