

# on line

— with ivaran —

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White C,  
Red Ribbon,  
Black Stack,  
Americana –  
To B.A. and back.

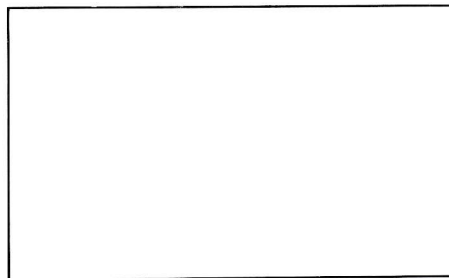
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Quality, Joy,  
Infinite Pleasure,  
plentiful Ploy –  
and also for Leisure.

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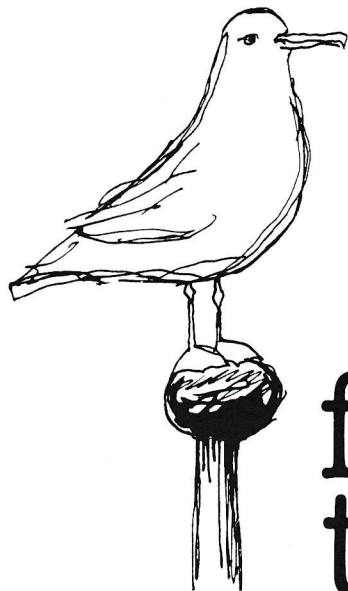
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# from the masthead

## The North/South Alternative

For more than a century the shipping company Wilh. Wilhelmsen held a leading position in Norway. It was one of the few that put its main emphasis on liner activities. In the 1920's and 30's it fought its way into one of the best guarded liner conferences, the Far Eastern Freight Conference, and conferences covering the Europe-Australia/New Zealand trade.

In the liner trades to the US it supplied ships for the services which were established and maintained by Barber Shipping Co., linking the US with the Far East, West Africa and the east coast of South America. Following World War II Wilhelmsen gradually gained strength. It bought a share in Barber Lines Agency and finally owned Barber 100%.

The Wilhelmsens were early birds in recognising during the 1960s the need to strengthen the conference lines through the creation of big international liner consortia. It became a partner in ScanDutch, ScanCarriers and other Scan groupings. In the trade to/from the US it kept the well-established Barber Line name. Consequently the name of Wilhelmsen remained in the background, probably to the detriment of the Wilhelmsen image. It remained visible mainly in Norway and in informed shipping circles.

When the North Sea oil saga started some 20 years ago, Wilhelmsen was quick to gain a foothold in that field as well, arguing that diversification would be a good thing in case a shipping crisis should develop. It had drilling platforms built which were chartered out to drilling contractors. It also built a fleet of supply ships. Earnings were good. More and better rigs and supply ships were ordered. Then the offshore market stagnated and rates fell to disastrously low levels in an oversupply situation for both rigs and supply ships.

For years the Wilh. Wilhelmsen group of companies has been struggling to regain a sound foothold. The heavy engagement in offshore activities were like a commercial millstone around its neck when that market

collapsed. Liner activities have not been sufficiently remunerative to make up for offshore losses. In a giant reorganisation move, the company has been split into six separate companies, each working independently: liner, other shipping activities, ship management, agency, transport and offshore.

While ship management and agency sectors have been functioning well, they do not contribute heavily to overall results. Other shipping activities which include tank, bulk, automobile transports (NOSAC share 30%), ScanDutch share 14.3%, are now doing quite well. Exposure on the transport sectors is limited. Offshore remains a burden, but will from now on be on its own. This leaves Wilhelmsen Lines as a main key to future success. But other partners will also be involved.

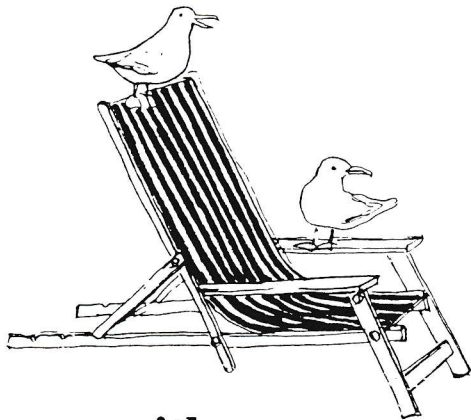
Finnish investors last year bought 45% of Wilhelmsen Lines A/S for Nkr 400 million and have thus proved their faith in Wilhelmsen liner management, goodwill and hardware/software, in spite of the fact that liner trades are still overtonnaged and rates depressed. The new president of Wilhelmsen Lines, Bjorn Robertsen, underlining that such faith was justified said that the management would be concentrated and the decision process would be much faster.

The first point is clear. One central management offers distinct advantages and costs will consequently be cut. The second point implies that some network changes will have to be made whereby a change of ships is at present not likely.

In this connection Mr Robertsen stated the following: ScanCarriers operating between Europe and New Zealand/Australia is its soundest and best profit-making operation. Nine big ro/ro ships offering 135-day roundtrips allow sailing frequencies of 15 days. One ship a month sails from Europe to Australia via the Cape of Good Hope, alternating with one ship a month operating on the Europe-US east coast and Panama Canal-New Zealand/Australia route. In a not too distant future all

*Cont. on p. 18*





# passenger platform

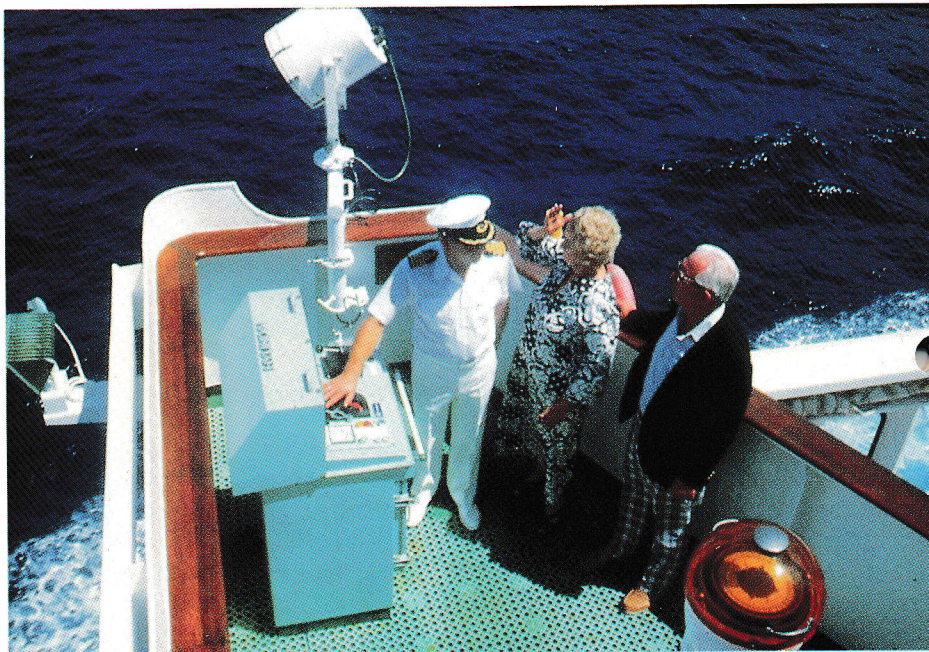


## A year with Americana

1988 gave nearly ten months of successful operations for the AMERICANA, the starting point being marked at the March 5th embarkation of passengers in New York. Since a totally new concept had been worked out, and particularly as her delivery date from the yard in S. Korea remained obscure till the very last, advance marketing efforts had to be kept at a relatively low level. Nevertheless, for the first seven roundtrips performed, a total of 300 passengers joined the ship to give her a 46.6% occupancy rate. After intensified marketing efforts, bookings improved greatly, giving 93.5% for roundtrip 7, and 86% for no 8. Already, there has been a number of repeat passengers, which confirms our conclusion that the cruise product we offer is just right.

For 1989 we estimate to carry from 480 to 520 passengers, giving an occupancy rate of 75-80% of normal capacity. By such a rate of growth we may be entering the 1990's with a waiting list situation. In our original contract with the builders we had obtained the right to opt for two more ships of same size and type. Those options were declared by us, but the builders were not keen on repeat orders, and consequently their government did not approve those additional contracts. In the meantime, shipbuilding prices all over the world have kept advancing sharply, probably by as much as 50-60%. Such increased prices exceed the earning capacity of the current market. Consequently, we are deferring action on more ships of this type.

In the meantime we are concentrating our efforts on perfecting our cruise product in accordance with experience gained. All of the ship's



*A. Bridge visit.*

officers are Norwegians, most of the hotel personell are South Americans. While all departements have functioned well to date, we are nevertheless in the process of elevating service standards towards a top of the market cruise level. In an effort to create more diversified services, a wider variety of shore excursions to South American points of interest with durations of from three to eight days are being structured. Also at major ports of call, such as New York City, Miami, Rio de Janeiro and Buenos Aires, we are working out special offers, a combination of air fares and hotel accommodations as a connecting service between home airport and the ship. It is a distinct advantage to sharpen service offerings while we are able to concentrate on personal needs and contact work.

As the traffic volume grows, a smooth operation will help us do a continued excellent job. Yet, we do not aim to grow as big as the market leaders, our goal is set at serving fewer customers better.



*B. Graceful dining.*



*C. Pleasant living.*



# New Ship Profile AMERICANA Ivaran Line's Innovative Passenger-Container Ship

by Theodore W. Scull

An unusual marriage took place on the Brooklyn waterfront last March when the 19,000-gross-register-ton Norwegian-flagged *Americana*, designed to carry up to 108 passengers and 1,120 containers, set sail for the East Coast of South America. Ivaran Lines is counting on the *Americana's* passenger-ship status to guarantee docking space at 10 scheduled South American ports-of-call as well as earning profits on the passenger side. The accommodations are of a top-class cruise ship while the onboard experience is more low-key, with the added romance of traveling on a working ship.

The outstanding passenger accommodations show the mark of Platou Ship Design of Oslo, the interior architectural firm commissioned to work on the *Sea Goddess I and II*. The open decks, cabins, and public spaces are arranged aft and spread over six decks. A pair of elevators links all levels, and given the up-and-down nature of the public spaces, the pair will be in considerable demand. Unlike freighters carrying up to 12 passengers, there will be a doctor aboard and, therefore, no age limit on passengers. The 14 ship's officers and crew are Norwegian, and the 30-member catering staff are Argentines, Chileans, and Uruguayans.

Passengers board via the Poop Deck, where they will find a spacious foyer, a purser's reception counter, a small gift shop, and lounge seating. The predominant fabric and carpet colors throughout are medium-soft

pastel patterns with strong individual green, blue, and burgundy-red accents, light wall colors, and shiny stainless steel railings and light fixtures.

The large cabins are appropriately designed for long voyages, with a maximum of 108 beds in five categories on three decks. Single passengers are well-catered for with 12 inside and eight outside rooms, all having an upper berth available at a reduced rate. The largest group, 24 double cabins, have windows to port or starboard. Eight deluxe suites have an archway and curtains to create separate sleeping and sitting areas, and four of these cabins have private verandas. The two owners' suites occupy the width of the superstructure forward on 3 Deck, and the sitting room and bedroom are divided by a short entrance hall and bathroom. Light woods nicely complement the strong solid colors featured in the bedspreads. Mini-bars, televisions with VCRs, lounge chairs, and ample space result in considerable daytime cabin use as well as evening use as gathering spots.

The dining room and lounge bar share similar proportions with rows of large windows on two sides and slim columns rising to flared capitals holding up central raised ceiling panels. There is one sitting for all passengers and officers, with buffet-style meals at breakfast and lunch and served dinners from a continental menu.

Curved deep-green armchairs set the tone for the main lounge with the furniture arranged in conversational groupings set beneath the tall windows. There is an angled bar with stools and a white grand piano. An adjacent library is an appropriately subdued room with writing desks, card tables, and bookcases trimmed in wood. Both the lounge and dining room open onto a covered after



1. Appetizing food.



2. Brazilian Entertainment.



3. Farewell to Rio.

deck, a welcome terrace-style feature at all passenger levels, permitting ready access to fresh air.

The Sun Deck, dressed in teak, wraps around three sides of the superstructure, and a canvas awning covers the forward sections. A sit-up bar and separate food service counter face a small round swimming pool and a pair of Jacuzzis. The Sun Deck has a wide-open, top-of-the-world feeling about it, with unobstructed views in three directions, an ideal setting for the popular outdoor barbecues. *Cont. on p. 18*





# agents corner

Some agents are content to stick to their tasks as representatives of the Lines they represent. They remain somewhat reluctant to enter the stage of Public Relations and concentrate instead on personal contacts and a concrete job well done.

Others seem to seek the limelight of the media and maximum exposure aimed at attracting attention, and, in the end, more cargo and customer support – in addition to a job well done.

Well shall not try to pick and choose between the two basic approaches to an important job. In the following we shall present an article written on the occasion of the 19th birthday of Transcar, Brazilian General Agents for the Gulf/Caribbean service of Ivaran Lines, combined with Belo Horizonte being added to the Transcap map. We change the title to:

## Belo Horizonte Para Transcap

Founded on April 1st, 1970, by Mr. Helge Mortensen, Mr. Feliciano Poco, and associates, Transatlantic Carriers, also known as TRANSCAR, is today one of the leading shipping agencies in Brazil, representing Ivaran Lines as General Agents in that country since December, 1981, for their service between Brazil and the U.S. Gulf via the Caribbean Islands.

«All is pretty different from the beginning in a small rented office in a grey building at downtown São Paulo, where we started, just myself, a secretary and an office-boy», says Helge Mortensen, head of the Transcar Group.

Today Transcar proudly represents Ivaran Lines and a good number of first class owners covering 3/4 of the world.

The administrative head office is located in Santos employing 90 people where all operations, administration, a computer system and accounts are centralized. In the city of Santos Transcar has also a Travel Agency.

In the city of São Paulo, the greatest industrialized area of the country our company has an office employing 50 persons. This office coordinates marketing and commercial matters.

Ivaran Lines marketing and sales team in this office is composed of Marcos M. Barbosa, assisted by Carlos Franco, Paulo R. Federici, Antonio Mesquita, Celso Garcia and Milton Yuquio.

In the state of Paraná, south of Brazil, Transcar has an office at the port of Paranaguá and another booking office in Curitiba, the capital of the state and an important industrialized area.

In the beautiful city of Rio de Janeiro, Transcar has a branch office to attend both operations and sales.

The city of Belo Horizonte, capital of the state of Minas Gerais in the south east of Brazil, lately has become responsible for the second place in exports from Brazil, mostly iron, steel and ores, exported to many countries abroad. Minas Gerais, right after the state of São Paulo, has become the second most important state in the context of Brazilian economy. In consideration of this fact and to develop new business in that market, Transcar has just decided to open a branch office in Belo Horizonte, which will become operative in March this year.

Marcos M. Barbosa, deputy liner manager at Transcar São Paulo, who is responsible for the day-to-day's commercial activities for Ivaran Lines, said to the «On Line» international correspondent: «Well, I can proudly say that I have been working for Transcar during the last 8 years,

7 of which dealing exclusively with Ivaran sales and marketing. It is gratifying when looking at these past years to see how many things we've done together.

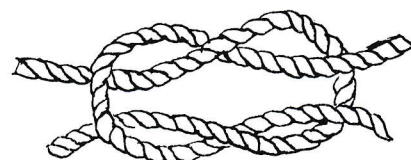
I remember the first year of Ivaran in this trade when tied to a pool agreement we were only allowed to load iron and steel products, sawn lumber, mail and, believe me or not, «corpses» if any.

Those were hard times, much different from Ivaran's position today in the Brazilian market, when roughly speaking Ivaran loaded last year about 20% of the total tonnage exported to U.S. Gulf ports and about 40% of cargo exported to the Caribbean ports of regular call.

To work for Ivaran, Barbosa says, is very pleasant because you are selling a first class service with a tradition of more than 60 years in this trade. But, years do not seem to count to Ivaran, on the contrary, owners management from Oslo with the contribution of their staff in New York are always giving us fresh impulses and good support to facilitate and improve business and relationship.

On the other hand, this is a sort of challenge because you can't lose position to competition, whichever it may be, conference or not. It's like in «T.V.», you're always fighting for more points in the media, he added.

Let's rise our cheers to the always young and dynamic Ivaran Lines and their General Agents in Brazil, whose slogan is «to serve you well is our main task».





## «Americana» confirms regularity of schedule

by T.A. Jones  
Brazil Correspondent

Just like a clock. That's the timing of the new ship 'Americana,' a mixed passenger and cargo ship of the Norwegian shipping company, Ivaran Lines. She arrived in Santos on August 16 on her fourth voyage and exactly according to the schedule elaborated at the time of her inauguration in February. The schedule was programmed to be valid for the first year.

According to the Grieg Shipping Agency which attends to the ship in Santos and other Brazilian ports, the 'Americana' is southbound and will leave Santos on August 16 to return August 26 on her northbound route. She will return to Santos on her fifth voyage southbound according to the schedule which considers the transit time to be 16 days between Santos and New York.

'Since her inauguration,' states Alexander Edouard Grieg, the owner of the traditional Brazilian Shipping Agency founded under the Grieg name by his father, the 'Americana' has not been delayed or advanced one day which is a good regularity for the import and export trade as well as for the passengers. Also I should emphasize that all Ivaran Line ships have a record of maintaining a very regular scheduled service.'

The ship began to be prominently noted even before her delivery by the Ship Builders, Hyundai Heavy Industries (KOREA) which took place last February. She was chosen the 'most outstanding vessel of 1987' by two International Maritime Publications - **The Maritime Reporter and**



*The "Americana", Ivaran's pride.*

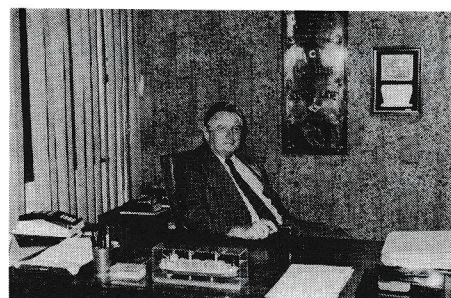
### Engineering News and Marine Engineering/LOG.

This citation indicated that the ship is considered as the possessor of innovative characteristics in terms of naval construction and operational concepts. However, her conception was based entirely on the modern adaption of the old concept of a system of maritime transport combining passengers and cargo. As a result the ship has capacity for 110 passengers with 62 cabins (singles and doubles) and also designed to transport up to 1.120 TEU (container units).

Among the applied criteria debated at time of construction was every type of comfort and interest for the passengers even to the point of a casino on board. Also, preference was given to the amount of space in the cabins which are about 25 percent larger than the similar class of cabins in other passenger ships.

Also an exhaustive analysis was made for the facility of handling containers and even the use of stabilizers which are not common on cargo ships but indispensable for a passen-

ger ship. The Americana is propelled by a Hyundai-B+W 75-60 MC motor of 14.280 BHP. The ship has a length of 176 meters and her average speed during a voyage is 18.2 knots. This means a 'turn-around' time of maximum 47 days between the South Atlantic Ports of Rio de Janeiro, Santos, Paranagua, Rio Grande, Montevideo, Buenos Aires, Itajai, Salvador, and Fortaleza, and the North Atlantic ports of New York, Philadelphia, and other East Coast ports.



*Alexander E. Grieg*





# of SHOES and SHIPS

## Comfort, warm hospitality and security

Brazilian five-star hotels offer guests the best in gracious hospitality and security, having served as hosts to celebrities such as David Rockefeller, the King and Queen of Sweden, Roman Polanski and François Mitterand.

Each year, Brazil welcomes two million visitors from abroad, and many of them require high standards when it comes to hotel accommodations. These visitors, whether they be government officials on state business, businessmen or just tourist, find what they are looking for – comfort, efficiency, top quality service and security – in any of the 71 five-star hotels throughout Brazil.

Some of these hotels, which are up with the best in the world in the quality of service provided to guests, have welcomed world famous celebrities such as presidents from many countries, and even kings, along with financiers, actors and sports stars.

The classification, 'five-star' is granted by the Empresa Brasileira de Turismo – Embratur (Brazilian Tourist Board) to those hotels which offer the best in accommodations and the most complete service to guests, including, in many cases, direct assistance to visiting businessmen and all types of special excursions. Legislation defining the five-star classification is quite strict and inspections are carried out twice a year.

Comfortably ensconced in one of these hotels or 'villages', the traveler can work undisturbed or simply enjoy the available tourist attractions. In cities along the shore, the preferred option is the beaches along the 7,048 Atlantic coast. There are also excursions available to the Amazon jungle, the largest area of vegetation



*Harmony of form, color and view in the Caesar Park royal suite in Rio de Janeiro.*

in the world, or to the *Pantanal* (wetlands) in the state of Mato Grosso, a natural preserve of over 230 square miles. Brazil also has many historical cities and towns, warm springs spas and a cuisine that has been influenced from many sources.

Rio de Janeiro, the nation's capital from 1834 to 1960, and the best known Brazilian city abroad, boasts of a variety of five-star hotels such as the Copacabana Palace, Caesar Park, Meridien, Marina Palace, Rio Sheraton, Othon Palace and others. The most traditional is the Copacabana Palace that has been welcoming guests since 1928, located on the famous Copacabana Beach. With its 223 rooms and suites, it is included in the 'Institutional Investor' as one

of the 50 most popular hotels in the world. The Caesar Park Ipanema hotel, on Ipanema Beach, is listed in 'The Leading Hotels of the World', a list published by the world hotel association that is dedicated to preserving the tradition of excellence of the great international hotels. The Caesar Park has 189 rooms and 32 suites. All five-star hotels in Rio de Janeiro have security staffs, including body-guards and lifeguards, to protect their guests on the beaches.

The city of São Paulo, Latin America's business and financial center, attracts tourists and businessmen from every continent. Outstanding among the many excellent hotels here are the Maksoud Plaza, Hotel Ca'd'Oro, Mofarrej Sheraton



# and SEALING WAX...

and the Holiday Inn Crown Plaza. Other five-star hotels in São Paulo are the Caesar Park, Hilton, Eldorado Boulevard and the Della Volpe.

The Maksoud Plaza and the Ca'd Oro also figure on 'The Leading Hotels of the World' list. The Maksoud Plaza has 416 rooms and 101 suites, while the Ca'd'Oro has 190 rooms and 100 suites. Both hotels provide assistance to businessmen, as do other hotels in São Paulo. The Ca'd'Oro prides itself in having provided hospitality to the King and Queen of Spain, Juan Carlos and Sofia, and to the royal couple from Sweden, King Carl Gustaf and Queen Silvia. The hotel provides special discounts for its guests in a number of shopping centers and night spots.

The Mofarrej Sheraton provides valet service at no additional charge to guests in its 244 rooms and suites. The Holiday Inn has 223 rooms available. An enjoyable attraction in Brazilian five-star hotels, especially in São Paulo, is the 'buffet breakfast' offering a variety of breads and pastries, tropical fruit, cheese, cold meats and other delicacies.

The far south of Brazil has mild weather in summer and rather cold weather in the winter, sometimes with a few snow flurries. In addition to its beautiful coastline, the south of Brazil greets tourists with its mountain regions, where vineyards abound, and where the local cuisine has been strongly influenced by German and Italian immigrants. One of the best hotels in the southern mountain country is the Laje de Pedra Hotel in the town of Canela, in Rio Grande do Sul state, 146 kilometers from the state capital of Porto Alegre. With 250 rooms and suites, the hotel has a heated swimming pool complete with cinema.

Another attraction in southern Brazil is Iguaçu Falls in the state of



*Hotel Meridien, privileged site in Salvador.*

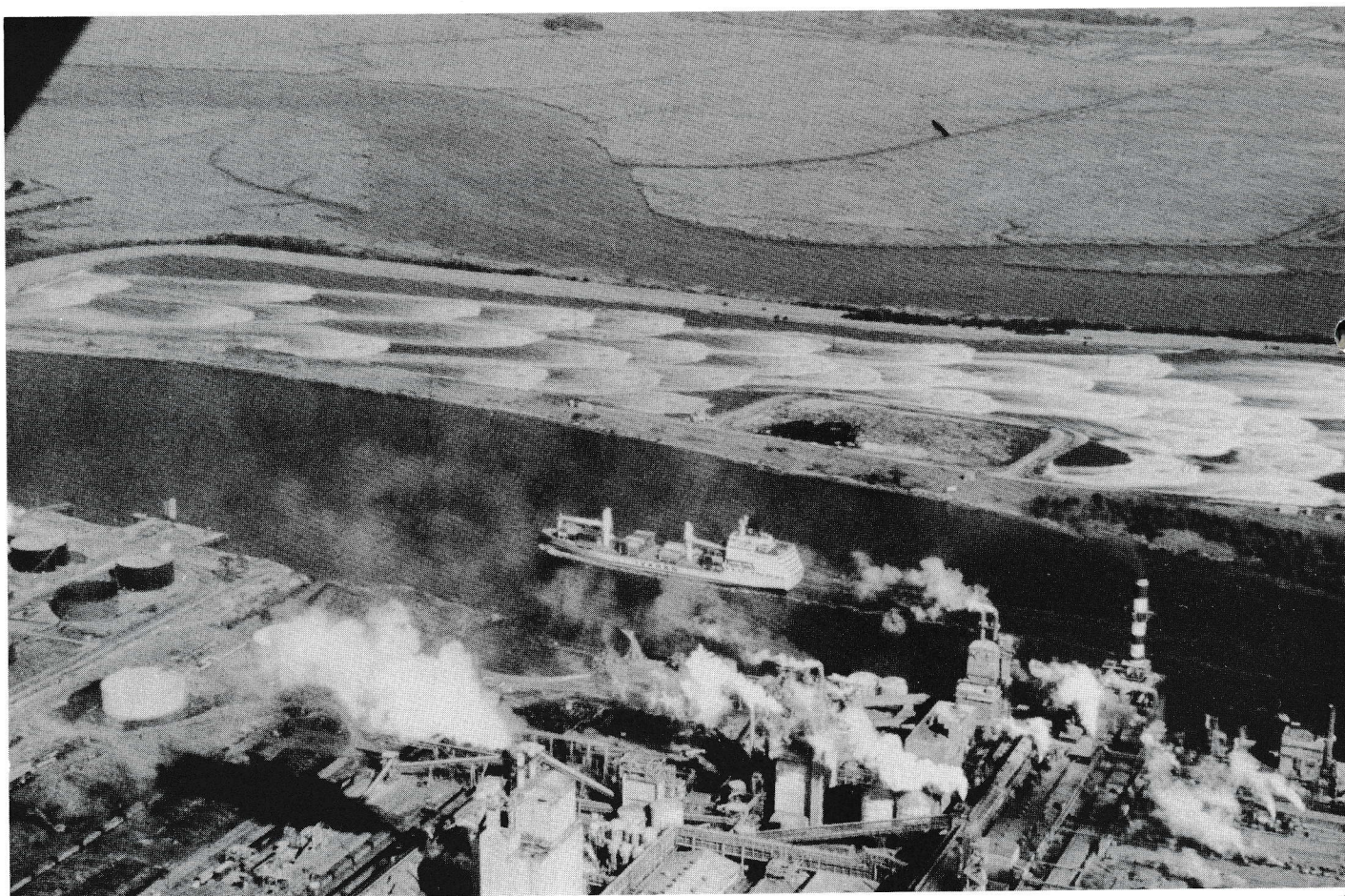
Paraná, with 275 waterfalls, some cascading down for more than 80 meters from a rim which extends for three kilometers. The nearby city of Foz do Iguaçu has two five-star hotels. One of them, the Bourbon Hotel, is set in a parklike area of 160 thousand square meters, and has 174

rooms and suites. The other luxury hotel in the vicinity is the Internacional Foz Hotel.

A region where the sun shines year round and the temperature is always above 20 degrees Centigrade (68°F), the Brazilian Northeast combines tropical climate with hundreds of

*Cont. on p. 16*





## A Debtor Colony Grows Stronger

**SAVANNAH** – Savannah's economy has changed drastically since Gen. James Edward Oglethorpe founded the Colony of Georgia here 256 years ago, but many current-day industries are deeply rooted in the city's early years.

The colony began with several hundred settlers, many of whom were transported from England be-

cause they were unemployed debtors. Others sailed here from Europe to escape religious persecution.

The city's network of waterways that helped those settlers develop and expand the new world, remains one of the single most notable sources of economic health and growth.

In the colony's earliest days, settlers relied on imports from the mother country for their sustenance.

Today, however, the port of Savannah binds the city with the major industrialized nations of the world through maritime industries, according to Bob Goethe, assistant execu-

tive director of the Georgia Ports Authority.

'Throughout the history of Savannah, the port has been the integral part of Savannah and the largest hiring entity as well as the economic pulse of the community,' Goethe said. 'Though the economy has diversified, the maritime industry is still the economic force by which Savannah grows and it is still one of the main drawing cards to the area, giving us the capability of servicing a world market instead of strictly a domestic one.'

England's primary reason for the



colonization of America was its desire to expand its economic base with products from the colonies.

The same Savannah River, which the first settlers sailed up to reach the site of the city, later was the channel for worldwide exportation of cotton and other agricultural products.

The port of Savannah was the first to export cotton to Europe, and the port has since been ranked among the busiest on the Eastern seaboard.

'If you look at the base of cargo at the port you still see that it revolves around two basic industries — agricultural and mineral products,' Goethe said. 'The port is continuing to grow, and we foresee nothing but a bright future and continuing economic impact.'

Throughout history, Georgia has been a state of firsts.

The state's first sawmill was built by Salzburgers who settled Ebenezer in neighboring Effingham County. Effingham County now is home to Fort Howard Corp.'s Savannah River Mill, which produces paper products.

Union Camp Corp., a major producer of linerboard, is one of the area's largest employers and contributed to the industrialization of Savannah in the 1930s.

The first white man to visit the state, history says, was Sir Walter Raleigh who landed near Savannah in 1584 and met with the chief of a nearby tribe of native Americans.

More than 400 years after that meeting, Savannah has become known as a convention and conference locale for both state, regional and national groups.

'Savannah is the only recognized tourist destination in the state,' said David Young, president of the Savannah Area Chamber of Commerce.

Savannah's increasing interest in

attracting tourists and conventions is evidenced by the development of new hotels, and renewed interest in expanding the existing Savannah Civic Center or building a new convention facility, Young said.

At least two downtown hotels are nearing construction or are on the drawing board.

But, much like the city's predetermined layout and design Oglethorpe established before sailing from England, the city must establish a strategy of what it wants to accomplish in the coming decade, Young said.

'The only plan ever made for Savannah was the one Oglethorpe brought from England,' he said. 'We've got to have a new plan of outlining how we can enhance the things we have and how we can add to those.'

Shortly after Savannah was settled, Oglethorpe put Thomas Causton in charge of the Trustees' store, which sold goods, paid bounties for goods and extended credit to the settlers.

The store later opened branches in Frederica and Ebenezer, but was closed by Oglethorpe in 1738 because it had amounted excessive debts.

Retail trade continues to be another major industry in 1989.

Oglethorpe Mall, the city's only mall for more than 20 years, is expanding and renovating its facilities.

It will soon be joined by Savannah Mall, a larger shopping center several miles to the southwest. Developers and retailers say the two malls combined should make Savannah even more of a regional shopping destination.

Downtown was once the heart of the 13th colony, and today remains an integral part of life here, Mayor John Rousakis said.

Though the downtown historic district was revitalized by preser-

vationists and transformed into a popular tourist destination years ago, it has lately lost much of the city's new development to the thriving southside and islands areas.

But, Rousakis believes several projects on the drawing boards will pump new life into downtown.

'We see all over downtown a renewed interest in development. The downtown area is the heart of life in the city,' the mayor said. 'I think we'll see a turnaround in the whole area in the coming year.'

Other parts of downtown that once flourished are now struggling to make comebacks. For examples Broughton Street, once the hotbed of local business activity, has experienced an exodus of many long-time, major retailers; Old City Market, at one time a thriving open-air market for meat and produce vendors, has been developed but has been unable to retain businesses; and West Broad Street, the proclaimed mecca of black business during the early 1900s, is being studied for revitalization and new businesses.

Both Rousakis and Young said the proposed Savannah Harbour development on Hutchinson Island will change the face of Savannah forever.

Young equated the economic impact of Savannah Harbour, a \$600 million mixed use project, with Savannah's historic preservation movement which created the Historic and Victorian districts, and the industrialization of Savannah in the 1930s, when several major manufacturers located here.

Savannah Harbour's developer, L.J. Hooker Developments of Atlanta, has equated its project to the creation of a new city, just across the Savannah River from downtown.

Rousakis said Savannah Harbour, along with other nearby projects, will bring back better days to downtown.

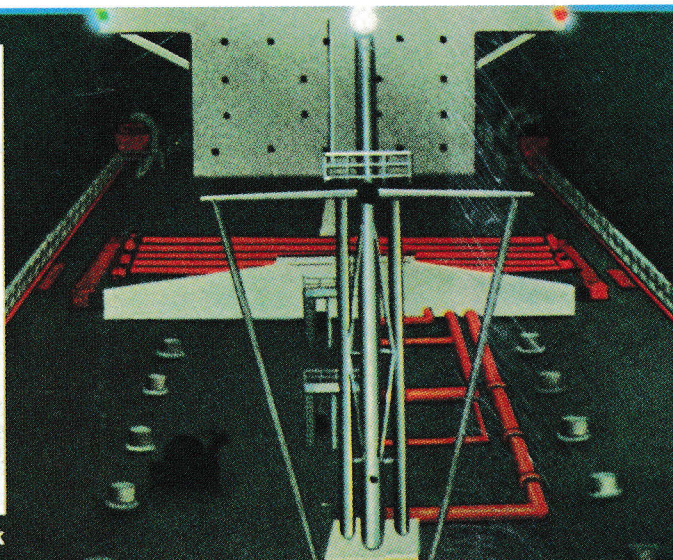




# of SHOES and SHIPS



Ole Jacob Libæk



Per A. Arneberg

## Ships for Pepsi

Pepsi Cola Chairman Don Kendall had a problem: How to repatriate earnings from Pepsi sales in the Soviet Union. For a while he bought vodka for sale in the west, but the market dried up. One day he ran into old friend Per Arneberg, Norwegian Shipbroker and shipping artist who made a fortune in automobile transport and distribution. Arneberg is based in New York, Bermuda and Norway. Don let Per in on his problem – and things started to happen. Per called old friend Ole-Jacob Libæk, Oslo shipbroker and head of firm which innovated the superflex tanker system, a double-hull feature now tried out with success in about 100 tankers. (Would have come in handy in the Alaska tanker trade). Per and Ole-Jacob saw a potential in Soviet shipbuilding for Western shipowners, making use of Pepsi Soviet earnings as a trigger for the scheme.

A joint company, Sov-Nor Shipping, was set up. The concept was cleared with top politicians, and now the contours of a mega-deal start to

become visible. For the next five-year period 85 ships, mostly tankers, ranging from 140 000 dwt. OBO Suezmax superflex tankers, products carriers of 90 000 – 40 000 and 30 000 dwt., also 35/45 000 dwt. straight bulkers will be built for Western shipowners. Arneberg's own Fram Shipping, Bermuda, has already contracted eleven conventional, Soviet-built tankers/bulkers for own use or resale. From now on the new technology and environmental minded constructions will be featured. Libæk is lining up Norwegian buyers as well as sellers of advanced types of ship equipment. Five Soviet shipyards will be involved in the scheme. Interest is reported to be keen in Norway as well as internationally. Norwegian Veritas will supervise the construction.

The size of this transaction: 2.5 billion US Dollars with more to come.

Arneberg has already started a sideline business tinted by glasnost policy. He has bought a string of Soviet submarines of the phased out Whiskey class, a cruiser, a destroyer,

a corvette, all for resale to active scrappers.

This story started to break on April 1st, and most readers took it for an April Fool's Story, which it was not. Follow-up news releases are starting to catch the fancy of shipping buffs.

Morale – Never underestimate the power of Pepsi, nor Perestroika.

## Fanciful shipping making progress

Shipping men used to be sombre characters, important, conservative money machines. At least, that is the way they were regarded. And if that image was exaggerated, like most images are, shipowners and shipbrokers seldom broke pattern or style. But of late something is happening to this stuffy industry belonging to serious men, properly dressed and well behaved. Let us take a quick look at two successful shipping men related to the current mega-deal stretching from USA via Bermuda and Norway to the Soviet Union,



# and SEALING WAX...

involving billions of dollars and 85 big ships.

Per Arneberg (58) is the son of a famous Norwegian architect and much of an artist. He drifted into shipping and became a shipbroker in New York through the Fearnley & Eger organisation. Unorthodox in every respect, he aspired to gain results as an arranger of automobile transport contracts. He took good aim at Toyota some twenty years ago, but headway was hard to make. All efforts seemed to fail in paving his way for results. Before giving up, he tried a last resort approach. He had learned that the Toyota Director of Transport was an avid animal fancier. Arneberg bought the finest kangaroo available in Australia and had it shipped to Japan as a token of esteem, no doubt hoping that the recipient would also catch the hint that the donor was also ready for a jump into the Toyota orbit. It worked. A transport contract was concluded for Norwegian Star Shipping to haul Toyotas to USA and Europe. In 1972 Star sold their automobile business to Øivind Lortzen/NOSAC and it became the backbone for NOSAC's subsequent formidable success.

Through the automobile transport business, Per Arneberg became friendly with American automobile importers and distributors. He heard rumours about Yugoslavia starting to produce automobiles aimed at the US market. With importers slow to respond, Arneberg jumped into the ring and became importer, transporter and distributor. On the basis of a low price, the Yugos soon sold like hotcakes.

Having time and time again succeeded in his unorthodox schemes, money is no longer a major aim. Now Per Arneberg is putting it to use in other ways. Thus, he is sponsoring archaeological digs in Norway. There giant royal burial



mounds, about 1 000 to 1 500 years old, have only been partly explored. Funded by Arneberg, extensive excavations are now in progress. We know that the the old kings went for mead and sweet wine. Their spirits may still linger around the mounds and no doubt appreciate that money from Pepsi, Vodka and ships will make it possible for today's restless people to get to know more about early history and past royal glory.

As for Ole-Jacob Libaek, he is also a well diversified, extraordinary person. Being born into a shipbroker milieu and a career well outlined, he took his time getting into harness. With sports as a hobby, he became and avid icehockey player and never

let go of the game. Today, in his early 50's, he is sponsor and President of the Norwegian National Icehockey Team which just graduated from the World's B-group to the prestigious A-league. A number of the people on his numerous office staff are also active or past hockey-players and organizers. By catching the limelight of icehockey publicity as well as recognition as a developer of ship types better suited for environmental improvements, he will set an example for young, aspiring Norwegians to try to become just as fanciful, hardworking and accomplished.

After fifteen years in crisis and decay, the shipping industry is once

*Cont. on p. 17*





# maritime policy bin

## The upper hand – A projection

The fight for supremacy on the liner sector is not just a matter of pride and power. It is mainly a matter of fight for survival.

Ever since the establishment of the container system, major liner operators have been trying to gain the upper hand, the position to attract enough cargo to fill their ships at fair freight rates. In their quest for a firm footing in major trades, ambitious operators have kept on building ever bigger ships to be run at lowest possible costs. Some years ago such ships had reached a size where a round-the-world trading pattern was needed in order to gather enough cargo to make operations viable. Taiwanese EVERGREEN LINES had fought their way to the liner top and took the lead with weekly global services both east- and westbound. With low-cost ships, built during the shipping depression, minimal investments in terminals and equipment and rock bottom operating costs, Evergreen could still make money while everybody else faced red figures. But they were not out to kill off the competition, they just reduced rates enough to maximize profits, and those went right back into further expansion, not only for ships, but also for air-planes in a new Taiwanese airline to become operative by mid 1990's. Evergreen is now switching to Panamax container-ships of about 4 000 TEUs.

Other lines maintain variations on global trading patterns, the junior one being German Senator Line with ships from 1 200 to 2 000 TEUs and a fortnightly frequency. But if, or rather when, a lengthy freight war will take place, Senator and other minor lines will hardly be able to survive. However, will Evergreen be

able to stay in the lead, making use of the biggest ships possible to squeeze through the Panama Canal? Unfortunately for them, other developments seem to be on foot.

The first line to gain on Evergreen was American Presidents Line – APL –, biggest US liner operator in the Transpacific trade. As APL do not use the Panama Canal, they were the first ones to order bigger than Panama-size ships. And the reach of the APL services goes far beyond the Pacific area. Through an extensive intermodal system, using feeders as well as double-stack railcars, APL-containers move swiftly all the way from India to the US Atlantic Seaboard, enabling APL to serve all of USA and partly also Canada without making use of the Panama Canal. Helped by the economy from the use of bigger ships, APL is prospering. The higher American operating costs are compensated by operating subsidies. Also, the Taiwanese-based Evergreen Line will not very likely single out an American line for a freight war.

However, the main competitive clash will come as European lines challenge Evergreen and other globe-circlers for the world liner lead. Such a challenge is already in the making, if I am not entirely mistaken. Some years ago I forecast that Maersk Line would become the first one to make a quest for the lead, but the Danes opted for a different trading pattern which includes Panama Canal passage, accepting the limitation of about 4 000 TEU ships for their new weekly Far East/USPacific/Atlantic/Northern Europe pendulum service, a combination of four trades in one big sweep. But now two other European big-leaguers are raising their heads, getting ready for action.

Both Hapag-Lloyd and Nedlloyd are ordering 4 400 TEU container-ships, bigger than Panama-size. Of course, they may intend to use them

in the Europe-Far East trade. But there they are both part of different big liner consortia where other partners have not signalled similar moves. Besides, Nedlloyd has voiced opinion that they may enter the Transpacific trade as well. Hapag-Lloyd used to be active on the Transpacific sector until a few years ago. They opted to withdraw when their results were poor and financial resources nearly depleted. Now they have regained a firm economic footing and look for growth. They also look for a way to improve on their Transatlantic services which still struggle in the red.

The Europe-Far East trade is booming volumewise, but more than 50% of the traffic moves via non-conference lines. This goes to prove that neither the FEFC Conference nor the big consortia have been able to create stability and a desired degree of trade control. The period of the big, powerful Conference consortia seems to be running out rapidly. Now may be the time to make a bold move to secure a stronger competitive position aided by even bigger ships and the coverage of more trades by combinations of less total steaming and overlapping loading/discharging operations. Within such a context it is possible to cater to a global traffic pattern without the use of the Panama Canal, and thereby gain a substantial saving in total steaming time. This means that a reduced number of ships is required to maintain weekly sailings in both directions.

Specifically, the winning combination will probably, after an escalation period, consist of a fleet of 15–16 6 000 TEU, 24 knot container-ships, 3 2 000 TEU super-feeders plus 12–14 500–1 000 TEU feederships. Weekly sailings will start from San Francisco/Oakland, call 2 ports in Japan, 1 port in Taiwan, Hong Kong, Singapore,



Colombo, Suez Canal, 1 port Alge-ciras/Lisbon, 4 North Continent ports, and then return the same way, adding Jeddah eastbound. 3 2 000 TEUs superfeeders will link US Eastern Seaboard with Lisbon/Alge-ciras and connect with mainline ships both west- and eastbound for quick transfers. Also at Lisbon or Alge-ciras a feeder link will operate to/from East Coast of South America, West Africa and Western Mediterranean. Cargo to/from Eastern Mediterranean ports will be transferred at Port Said. Jeddah and Colombo will be connecting points for Middle Eastern and Indian Subcontinental traffic. Singapore will be key port for the entire South East Asian region. Korea will be served via Japan, China via most suitable main port as the trade develops.

At Oakland and US Eastern Seaboard ports cargo will be distributed to and collected from all over USA and Canada. Transatlantic feeders will have to be very fast as competition is keen.

With savings in hardware and Panama Canal tolls/fees, from the use of bigger ships etc., totalling 30-40%, such an alternative would seem to constitute a winning combination indeed. Will Nedlloyd try to make a go of it alone? Will Hapag Lloyd? Hardly. A most likely combination could be Nedlloyd/Hapag Lloyd, Nedlloyd/P. & O. or all three of them with five new superships each and feeders from their existing fleet. Thus, without going into hock too badly, they could swing a deal which would dwarf everybody else, even Evergreen, while holding a cost advantage difficult to beat. Not only would their hands be strengthened in the important FEFC trade, they could play havoc with everybody but APL transpacific, and, not in the least, they would be able to readjust their Transatlantic services now based on loss-giving smaller ships.

Thus, the Big Pendulum service as outlined above, seems to become the ultimate winner. My prediction is that it will be in operation by the mid 1990's. The pioneering group will gain the upper hand in the quest for liner supremacy – just to become challenged by other groups, scrambling to do the same thing.

## Record surplus

Brazil registered a *record trade surplus of \$19 bn* last year, based on record exports of \$32bn against imports of \$13bn. However 1989 will not see a repeat of that performance, due to sharp trade policy change which will reduce exports, increase imports and cut the trade surplus by at least \$5bn.

Brazil has *already lowered import tariff barriers* to placate trading partners – especially the US – and introduce some competition to long-protected domestic suppliers.

## Deaf justice

The US supreme Court has *refused to hear an appeal* to the Federal Maritime Commission's recent decision branding the *50-Mile Rule* illegal. The rule, one of the most controversial aspects of the US maritime industry for over 20 years, secured for longshore unions the exclusive right to load and unload containers within 50 miles of a unionized port. Now the *question is – what course will the FMC take in enforcing its decision?*

While opponents of the rule suggested that this finally signaled the end of a long and litigious 20-year battle on the subject, FMC officials

were cautious about issuing such proclamations. Shortly, however, the Supreme Court is expected to formally issue a letter to FMC, giving the commission authority to enforce the change in the law that it encouraged with its August decision.

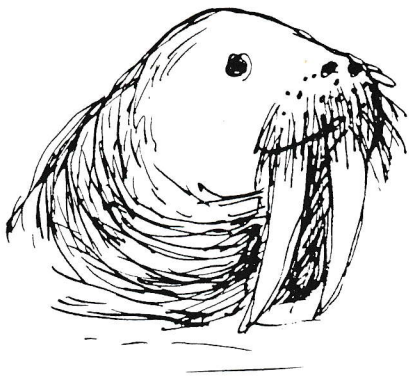
Ten years ago the Supreme Court upheld the 50-Mile Rule as a valid aspect of work preservation in collective bargaining agreements. The Court of Appeals, however, found it *in violation of the shipping statutes* outlined in the 1984 Shipping Act. By refusing to hear the matter further, the Supreme Court is acquiescing to the Appeals Court opinion.

The decision will have *immediate impact on a pair of pending cases: a \$25m suit brought by a group of East Coast consolidators* who claim that the ILA and carriers damaged their businesses by refusing to drop the 50-mile rules even after FMC's August decision, and, perhaps more significantly, a *petition filed by the American Trucking Association with FMC demanding that the anti-50-Mile Rule decision be applicable to the ILA's West Coast sister union, the ILWU*, as well.

Shipping lines will most probably be *immediately required to make their containers again available to off-dock consolidators*, which could mean a significant drop in business at the lines' own waterfront terminals.

The timing of the Supreme Court decision is propitious. The ILA and its employers have *just begun talks on a new master contract*; one that, barring any more unexpected plot twists, won't contain a 50-mile provision. Said Rep Walter Jones, chairman of the House Merchant Marine and Fisheries Committee: 'I encourage labor and management to begin anew to find a nondiscriminatory way to protect those displaced by the technology of containerization.'





# of SHOES and SHIPS

*Cont. fm. p. 9*

beaches. These ingredients, in turn, combine with the warm hospitality of the local people and the surprising cuisine influenced by native and African recipes. The influx of tourists from abroad has been increasing in the region, principally in the vicinity of Recife, the capital of the state of Pernambuco, and Olinda, a Unesco historical site known for its history and architecture.

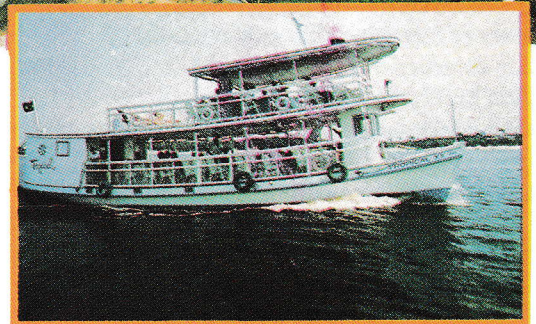
Among the large hotels in Recife, an outstanding one is the Recife Palace, with 266 rooms and 28 suites, located on Boa Viagem beach. This same beach has two other five-star hotels: the Mar Hotel with 207 rooms and suites, and the Miramar Hotel with 173 rooms. Local cuisine includes all kinds of seafood and local tropical fruits.

The city of Olinda offers the Quatro Rodas Recife Hotel on Casa Caiada beach, with 195 rooms and suites. Olinda was the cradle of Brazilian culture: it was there that the first works in literature, theater and the fine arts were produced in the 16th century.

The first capital of Brazil was the city of Salvador in the state of Bahia. Salvador has 50 kilometers of beaches and seven five-star hotels. Celebrated in the novels by the famous Brazilian author, Jorge Amado, the city is one of the oldest in the country. The large hotels in Salvador are known for their exceptional cuisine, based on traditional spicy dishes of African origin. The Méridien Bahia Hotel, with 426 rooms and nine suites is on the beachfront, as are the Bahia Othon Palace, the Salvador Praia Hotel and the Quatro Rodas Salvador Hotel. In the center of town, near the historical district are the traditional Hotel de Bahia and the Luxor Convento do Carmo, two other five-star hotels.



*Getting to know the Amazon jungle is a pleasure at the 358 room Hotel Tropical in Manaus.*



*The Maksoud Plaza Hotel ranks among the world's best.*





# and SEALING WAX...

On Itaparica Island, some 17 kilometers from Salvador, there is the Club Méditerranée *village*, with 600 rooms, beaches, swimming pools, sports courts and a golf course, all on 35 hectares of beautiful surroundings. The other Club Méditerranée village was opened this year on Mangaratiba Beach, 110 kilometers from Rio de Janeiro. This new village has 342 rooms available.

Thousands of coconut palms, dotting white beaches and warm ocean water are the great attraction in Maceió, the capital of the state of Alagoas, also in the Northeast region of Brazil. Maceió has one five-star hotel, the Matsubara Maceió, with 98 rooms and suites. In the capital of the state of Paraíba, João Pessoa, the five-star Tropical Tambaú Hotel is considered one of the most beautiful hotels in the country. Built in the round, with 175 rooms, the hotel is located on Tambaú Beach and extends right up to the water. The cities of Aracaju, Fortaleza and São Luís, the capitals of the states of Sergipe, Ceará and Maranhão, all have excellent five-star hotels on the beach.

The Northern region of Brazil covers more than 40 percent of the national territory and has the world's largest river system, the Amazon River and its tributaries, surrounded by the earth's largest forest. Becoming acquainted with these marvels of nature in comfortable and safe surroundings are the attractions offered by the two five-star hotels in the region, the Hilton Internacional in Belém, the capital of the state of Pará, and the Tropical Manaus, in the city of the same name, the capital of the state of Amazonas, right in the heart of the Amazon jungle.

The Hilton Internacional has 361 rooms and the Tropical Manaus provides 358 accommodations. Both hotels schedule special excursions on the Amazon River and the Negro River. Seafood and typical regional

dishes complement the excellent service provided for guests.

Ecological tourism reaches its high point in the *Pantanal* of the state of Mato Grosso. This area, periodically flooded by the rivers in the region, is equivalent in size to Holland, Belgium and Switzerland combined. The state capital, Cuiabá, is the jumping off point for ecological excursions. The best accommodations are provided by the four-star Mato Grosso Palace Hotel, with 149 rooms. Excursions include fishing trips, photography safaris and stays in rustic ranch-hotels.

Brazil's largest system of warm springs is located in the town of Caldas Novas in the state of Goiás, some 400 kilometers from the nation's capital, Brasília. The Pousada do Rio Quente hotel, with 100 rooms and 13 suites, provides guests with numerous hot water natural pools, with temperatures ranging from 35 to 40 degrees Centigrade (95-104F). São Lourenço, in the state of Minas Gerais, is another well known hydromineral spa, with a five-star hotel, the Hotel Brasil.

Brasília, the nation's capital, located in the heart of Brazil, is world famous for its innovative architecture and urban planning, having been declared a world historic site by Unesco. The Hotel Nacional, the Carlton and the San Marco are Brasília's five-star trio.

In Rio de Janeiro and São Paulo, rates in the larger hotels vary from 150 to 300 dollars for rooms, and can reach more than two thousand dollars for the presidential suites. Elsewhere in the country, daily rates range from 70 to 200 dollars for rooms, and suites up to 1,300 dollars. The great majority of Brazilian five-star hotels provide international TV reception via satellite, individual safe in the rooms, international communications service, sophisticated restaurants, convention centers,



*All breakfast menus feature tropical fruit and juice.*

business centers, baby sitter service, and special rates agreements with the major tourist agencies throughout the country.

*Cont. fm. p. 13*

more starting to catch the fancy of young Norwegians. For a while now they have flocked to oil, electronics and fish farming. Norway is trying to carve out a living outside the big blocs of nations, freedom still being too recently recaptured to give it up in return for EEC economical advantages. As an unorthodox link between East and West, Norway may still manage to make out a decent living – as part of an international fraternity of free trade and fanciful progress.

To complete the picture let it also be mentioned that Don Kendall of Pepsi has been on friendly terms with a certain Michael Gorbachov for at least five years, paving the way for the creativity of Per Arneberg, Ole-Jacob Libaek and others ready to follow up the success – and a better way of life.



# SPiL~OVER

Cont. fm. p. 3

southbound ships may be sailing via Panama. This would indicate that the trade US-Australia/New Zealand is growing.

In Australia the ships load for Singapore and other major Far East ports where cargo is also loaded for Panama, South and North Atlantic ports. And from the US east coast forestry products are loaded for Europe. While the southbound cargo volume is satisfactory, shipments from «down under» to the Far East are modest – the only weak point. On the route Far East-Panama-US east coast, the cargo volume (mostly ro/ro) is large, but rates are depressed. If space remains available out of Japan, NOSAC automobiles will top off the ships. A large amount of cargo is discharged at Panama and South Atlantic destinations making room for the forestry cargo destined for Europe. Thus, the overall load factor is very good.

Barber West Africa Line is being operated with two 800-TEU ro/ro ships with 50-day roundtrips US Gulf/east coast-West Africa, Montrovia-Douala range. In this trade cargo volume has been unsatisfactory for years which led several lines to withdraw, but BWAL is now doing well maintaining a cargo share of about 50% of the trade.

The Willine service Far East-Middle East is operated jointly with United Arab Shipping Co. The four ships of this trade are owned by the latter, but Wilhelmsen has one of them on charter. Thus the engagement of Wilhelmsen Lines in that trade is rather limited.

Laser Rosa is a joint service with the Swedish Johnson Line and the Finnish EFFOA with Wilhelmsen holding a 22.2% share. It links Scandinavia with Brazil/River Plate. Two big ro/ro ships are employed on this route which is managed by

Johnson-dominated Laser Line. A recently-announced cooperation agreement with Brazilian Transroll Line creates a mini-consortium with four ro/ro ships. It will give added weight and access to Continental ports. This development is meeting with interest, particularly with a view to somewhat relaxed cargo restrictions in South America.

In spite of all these arguments there are additional reasons to justify the company's capital base of Nkr 1.7 billion:

- All ships were taken over at market rate last autumn. The sellers, Ocean Trade & Transport, Transatlantic, Wilh. Wilhelmsen Ltd and partly East Asiatic Co., had to accept substantial losses, leaving the new company, Wilhelmsen Lines A/S, with a reduced burden on the capital sector.
- On the operative sector all stevedoring and terminal contracts are being renegotiated, cutting costs further.
- Administrative costs have been greatly reduced.
- Revenues are gradually improving and will continue to do so.
- In Japan the agency has been transferred from Swires to Eurobridge/Dodwell.
- The decision process has been greatly simplified.

According to Mr Robertsen the days of the big liner consortia are over. What now counts most, he said, is good ships and excellent liner systems. Wilhelmsen, like Compagnie Maritime Belge, has decided to concentrate on North/South services, leaving the East/West trades to even bigger operators.

Will Wilhelmsen Lines A/S succeed and keep the Finnish investors happy? Mr Robertsen feels confident, and he may be proven right, provided, of course, that the Finns remain relatively modest.

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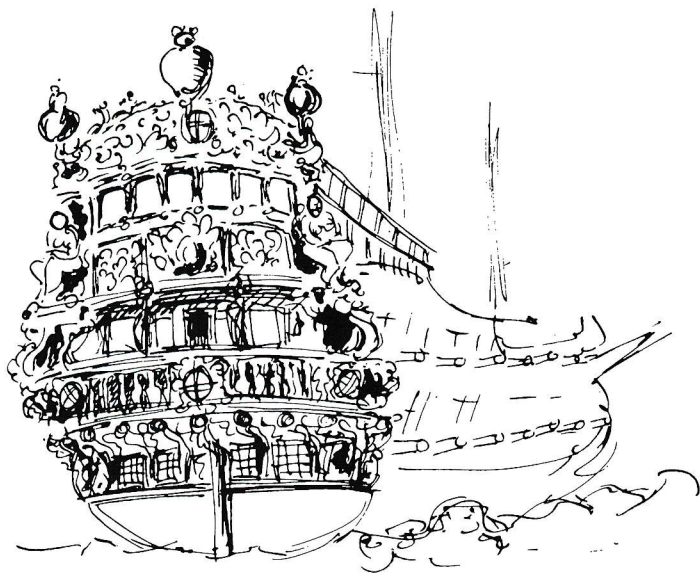
Additional features are a sauna, health club with a good range of exercise equipment, a masseuse, a hairdressing salon, and a halfdozen slot machines.

Sailings are scheduled about every 46–48 days, and the ship easily qualifies as the only year-round vessel sailing from New York with more than 12 passenger berths. After departing the Red Hook Terminal in Brooklyn, the *Americana* will call at Baltimore, Norfolk, either Charleston or Savannah, Jacksonville, and Miami before spending about 12 days at sea en route to Rio de Janeiro, Santos, and Buenos Aires, arriving there about day 24. Northbound, there are many more South American ports – Montevideo, Rio Grande do Sul, Paranagua or Itajai, Santos (second call), Rio (second call,) Ilheus or Salvador, and Fortaleza, then directly to New York.

Port call last a minimum of eight hours, with up to 36 hours in major cities such as Buenos Aires and Santos. A tour agent comes aboard at Rio to plan the shore excursions and then stays with the ship until the last Brazilian port northbound. Ivaran Lines has created an extensive on-board lecture, video, and shore excursion cultural immersion program, under the guidance of the social director.

The daily program includes a resident pianist, and local Latin entertainment comes aboard in selected ports. Several nights at sea have a more formal atmosphere with special menus and the ship's officers present before and after dinner. According to passengers and personell with whom I spoke, most everyone prefers the unstructured days at sea, reading and relaxing around the pool and enjoying small social affairs in the evenings.





# stern gallery



Salvador, Bahia, presents a blend of beautiful buildings of the past and modern architecture.