

on line

with ivaran

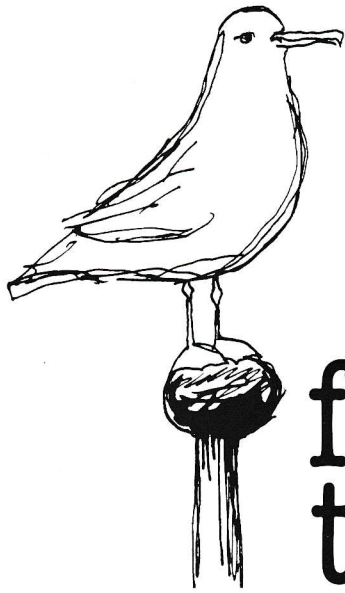
No. 2/88

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M/V AMERICANA, entering the port of New York on March 2, 1988. She was given a hearty and sunny welcome, and was in all respects ready for ceremonies, visiting friends and dignitaries, thereafter passengers and cargo.



from the masthead



This issue will be focused on A Dream Come True. In various articles and numerous pictures AMERICANA is presented as a real ship at work.

Having lived through the problematical past thirty years in this trade, struggling for full acceptance as well as for survival in a potentially important trade, both the head of IVARAN Lines and your editor are indelibly marked by the process. Little did we twenty, even fifteen years ago dare to project a development like the one we are now witnessing.

At times it looked preferable to apply one's strength and potentials to other areas of shipping, to greener pastures. Yet a longstanding dedication to the trade and to the fascinating nations involved won out. A dogged decision to stay in the trade where dozens had ventured and failed, became more than an obsession. It became the consequence of a vision and a «stick-to-it-ivity» worthy of success.

Forty years ago it was the Americans and the Argentinians who handled passengers in the trade on a large scale. The Norwegians only offered limited passenger capacity in cargo ships. But the passenger traffic by ship all but disappeared when big aircraft took over. Travelers flocked to the fast, anonymous mode of transport offered by airlines. Going from Rio to New York became nothing more than dining, drinking and dozing through the night, followed by an awkward morning arrival in New York. A few such trips turned travel to a chore, a high blood pressure producer.

After a generation of such experiences, a dream to live

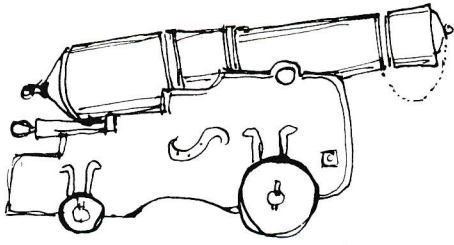
while you are alive has become a reality. To take a cruise has become part of modern life. Cruises lasting from a few days to a couple of weeks out of Miami into the Caribbean draw the big crowds. Now, people who are not slaves of time may embark on a cruise which combines leisurely cruising with visits to exciting exotic places in South America and interesting ports of the North.

Of course, Time, Hard Work, Ingenuity and so on are important factors in the lives of most modern people. But important is also the possibility once in a while to take a Sabbatical period, a time for rest, reflections, recharging, a cruise at ease to recover from a string of daily stresses.

AMERICANA has been designed to be a multi-purpose tool, to cater to the needs of modern man while toiling to keep an ever reliable flow of cargo between Southern and Northern American markets.

The future is forged by people who dare to have a vision – and the courage to turn it into reality. Your editor takes the privilege of his independence of the company to sing the praise of persons who are willing to pursue a creative course, to take an initiative above and beyond the pedestrian path. Without such persons our lives would remain plainer and duller.

The best of all worlds has been put together in a functional and pleasant fashion. Thus AMERICANA, the pride of the IVARAN fleet, will in turn become the pride of the trade served, a "living" proof of the growth and the needs of the nations it ties together.



management will not be shut out

Board Chairman and Chief Executive Officer of IVARAN Lines, Mr. Erik Holter-Sørensen has contributed the following first hand report on how AMERICANA made her way into the regular service in February/March of this year –

M/V AMERICANA Joins Ivaran's U.S. East Coast/Brazil- River Plate service

The M/S "AMERICANA" finally left Korea on February 4, and started an eventless trip from Ulsan to Long Beach, California.

The vessel's history, however, goes back a long time, practically to the middle fifties, when Ivaran for the first time analysed how a combined carrier, a vessel carrying both breakbulk cargoes and passengers, would fare in the trade between U.S. East Coast and Brazil/Argentina under Norwegian flag. True, other lines had operated such tonnage for ages, and the history of this type of ship actually goes back more than hundred years when ships serving the trades between England and her many colonies around the world were combined carriers. The many readers of Somerset Maugham's books know very well this type of ship, the trades and the type of passengers that travelled with them. Thousands of British sivil servants in His and Her Majesty's various Governments used the ships for more than two centuries to take up their positions in the colonies and dominions all over the British Empire.

In the trade between USA and East and West Coast of South America, many lines operated this type of a ship, but when the old type of cargo ships were phased out, no one seemd to be willing to take the step to combine containers and passengers on the same keel.



AMERICANA being presented to the City of New York.

Ivaran has worked on the idea to combine breakbulk and passengers for a long time, but with a limited access to cargoes in the trade, it felt that it was too risky to undertake such a venture and although it abstained from contracting - many analyses and studies were made. When the trade changed from breakbulk into containers in the middle/late seventies, Ivaran modernized and improved its plans and no longer based them on breakbulk but on a pure container carrier with a single deck, cell guides and strong cranes making the vessel selfsustained to load and carry any type of container cargo. The idea of loading vegetable oils in two or three deeptanks was kept.

Simultaneously, it was decided to improve the speed beyond 16/17 knots, which was normal 10 years ago, to 19/20 knots with additional reserve speed if absolutely needed. The design of the ship was completed at the end of 1985 and although the concept continued to be improved upon until the contracting at Hyundai Heavy Industries in May

1986, the "AMERICANA" is basically what was set down by middle 1985.

The building of the "AMERICANA" started late 1986 and was finally completed early February when the vessel sailed in ballast for Long Beach.

The Norwegian officers arrived in Korea a few weeks before departure. The navigation and engineroom crews joined a few days before sailing. So did the hotel staff, which consists of 6 Norwegians and 22 South Americans.

Before leaving Korea, Ivaran's Liner Department in Oslo fixed the schedule for the next 6 months, and the dates were immediately circulated amongst shippers and travel agents for future reference.

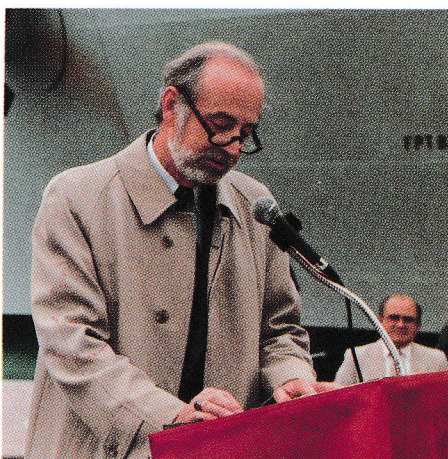
These dates are expected to be kept. Not only will the vessel sail on the dates advertised a few months prior to actual departure, but also on specific hours – and in most ports the vessel will arrive early in the morning and sail late in the evening or at night thereby giving the passengers ample time ashore.

The vessel spent a few hours in Long Beach loading provisions and equipment. Simultaneously, a small reception was held for travel agents in the area. The entire hotel staff, which had embarked already in Korea, spent the time from Los Angeles through the Panama Canal to New York to train for their future task in hotel operation and prepare themselves for taking onboard the first passengers in New York on March 5.

The vessel passed through the Panama Canal on February 25, fortunately prior to the political unrest which took place in March, and arrived New York late March 1 on the hour and according to the plan set in Korea 30 days earlier. The official entering into the port of New York took place March 2, when the vessel was met by seven tugs belonging to Moran and MacAllister and also the fireboat wishing the vessel welcome by putting her firepumps at full blast.

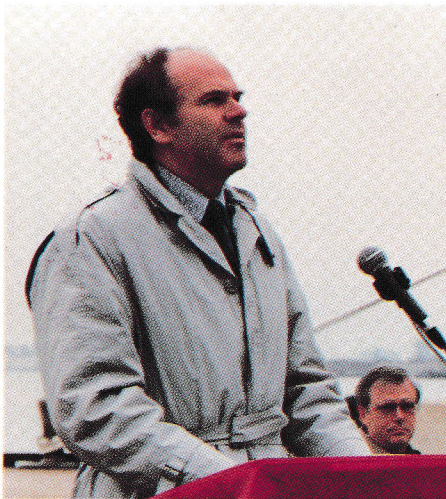
The weather was beautiful, there was no wind, and Ivaran and the "AMERICANA" could not have been more lucky with the reception. Later, the vessel docked at Red Hook Terminal in Brooklyn where the Port of New York Authority and Red Hook had made a new passenger terminal for Ivaran Lines. Passenger vessels have not served the Port of Brooklyn since one or two years after the war, and the "AMERICANA" was met with great enthusiasm from local politicians, The Port Authority and the owners and operators of Red Hook Terminal as well as hundreds of shippers and receivers who had been looking forward to use this new Ivaran ship for cargo to and from South America.

The "AMERICANA" is indeed a great improvement for the trade. By introducing ships of the "AMERICANA" type, Ivaran intends to improve its service even further. First of all, the transit time from



Mr. Jim DeChant, Exec. V. P. of Ivaran Agencies Inc. with words of welcome to the christening ceremony.

New York to Brazil, Argentina and back to New York will be reduced by several days and secondly, as mentioned above, Ivaran intends to run this type of ship on an exact schedule which will give shippers and consignees a tremendous advantage in as much as they will know several weeks in advance exactly when the ship is arriving their port, when she will commence loading, when she will sail – and certainly also when she will arrive at the port of destination.



Mr. Erik Holter-Sørensen, speaking of AMERICANA and Ivaran Lines.

By equipping the vessel with such a large number of passenger cabins, she will be respected by the various port authorities in North and South America, which will give her a quick turnaround in the ports and if she should fail a few times, she has enough engine power to regain the lost time in port through shorter transit at sea.

Truly, a new era has begun – an era when the trade using this type of tonnage can operate with less merchandise in stock, thereby saving



Mrs. Kari Holter-Sørensen, here in the role of Godmother, Mr. Erik Holter-Sørensen, and Mr. Y. D. Kim, president of Hyundai Heavy Industries, U.S.A.

considerable amounts in storage, interest etc. Such benefits are obtained only by using ships of the "AMERICANA" type. Also, as a side effect of having the "AMERICANA" in the service, Ivaran is speeding up the other three ships which are presently operating in team with the "AMERICANA", i.e. M/V "SAN MARTIN I", M/V "SAVANNAH" and M/V "HOLSTENCROISER". The two first mentioned vessels are able to operate at 18/19 knots, while the M/V "SAVANNAH" is doing 17/18

knots. By reducing the turnaround time to 48 days, Ivaran transit time is being greatly improved, to the benefit of everybody that ship with the Line.

The christening ceremony took place in New York on March 3. Ivaran had invited a number of close friends to the ceremony. After a number of speeches by local politicians, representatives of The Port of New York Authority, Red Hook Terminal and the Owners in Oslo, Mrs. Kari Holter-Sørensen skillfully smashed the champagne bottle against the vessel's bulbous bow, wished her and her crewmembers "bon voyage", and gave her the name "AMERICANA". When the ceremony was over, all the guests were invited for a reception in "AMERICANA"'s beautiful lounge and dining room. Later there was a reception for the press where about 40 people participated and the final event of the day was a dinner party held for 100 guests at 20.00 hrs. Speeches were made by the Captain, The President of the Hyundai Heavy Industries USA, Mr. Y. D. Kim, Mr. Erik Holter-Sørensen, the godmother Mrs. Kari Holter-Sørensen, Ivaran's Liner Manager Mrs. Gerd Myrvold and finally Norway's Consul General to New York Mr. Bjarne Grindem.

Other parties were held the 4th of March, and Ivaran invited all its New York employees and their families onboard for breakfast Saturday morning the 5th. The passengers boarded between 12.00 and 15.00 hrs. and the ship, which had taken onboard her cargo the day before, finally sailed from New York on time at 17.00 hrs.

The vessel proceeded down the coast to Baltimore where she held a reception for Washington friends. Thereafter, the ship called Norfolk, Savannah, Jacksonville and Miami from where she sailed March 13.

The vessel was extremely lucky

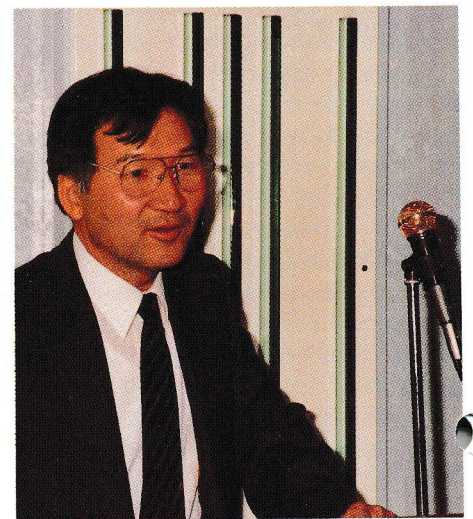


with the weather from Miami to Rio de Janeiro. She arrived on time March 24, 07.00 hrs., and sailed again the same night for Santos. She sailed again from Buenos Aires March 29, called Montevideo on the 30th and continued northbound via Rio Grande, Itajai, Santos, Rio de Janeiro, Salvador, Fortaleza and arrived New York exactly on schedule April 20. at 06.00 hrs. to sail again on her Voy.2 south April 21. She is now expected to arrive Rio de Janeiro May 10, Santos May 11 and sail again from this port on May 12 to arrive and sail Buenos Aires May



15 and 16th, respectively. She will arrive in New York June 7 and sail again for South America on her 3rd voyage June 8.

Ivaran is extremely pleased with the new ship to the extent that we have declared option No. 1 for a sistership to be built in Korea starting late this year to be completed 3rd quarter 1989. The second ship of the "AMERICANA" type will mean an even further improvement of the Ivaran service, and will make it possible for Ivaran to reduce the transit time between North and South America even further.



We shall describe this new sistership in a later article in the On Line Magazine. She will be identical to the "AMERICANA" in many ways in as much as her hull and superstructure will be the same, but her interior, her equipment, dining room, lounge and various other facilities will be different in style and colour to give future passengers an even broader selection of the South American cruise.

This new and second combined container/passenger ship will also fly the Norwegian flag and be manned by Norwegian officers and crew with South American hotel personnel.

Mr. Martin Danbolt, Member of the Board of Directors of A/S Ivaran's Rederi, and Mrs. Danholt joined AMERICANA on the last leg of the positioning voyage. His account of their experiences reflects a ship more ready for the maiden voyage than most. Still they felt that they were –

Guineapigs on passage

Passengers travelling in cargo liners occupy a broad place in the history of commercial shipping activity. The concept of a container/passenger vessel for liner service, however, is quite new.

As the AMERICANA was nearing completion from its South Korean builders, her introduction into the service of IVARAN LINES was decided to take place in NEW YORK early days of March, 1988. Thoughts also began to take shape on how to get acquainted with the vessel. That would, at the same time, offer an opportunity to give gentle hints based on observations on location.

The duties of BOARD MEMBERS are many, and sometimes onerous. Chairman of the Oslo Board and Chief Executive Officer, Mr Erik Holter-Sørensen, also the President of Ivaran Lines, New York, was not one to take his duties lightly. On the contrary! He is ultimately responsible for IVARAN liner activities and development. He is also the prime generator, propagator, inspirator, negotiator, and "CHIEF WHIP" for the development of IVARAN U.S. East Coast/Brazil – River Plate Service into a CONT/PAX-service. The AMERICANA is his idea, now 30 years old before, finally, the ship could be built and put into commission.

Any creature with a profile of its own, must have a name. That should be given to this vessel in a ceremonial christening, and Erik's wife,



Kari Holter-Sørensen, had accepted to perform this solemn act, which would take place at the Red Hook Terminal in Brooklyn.

With the duties of Board Members well in mind, I very gladly accepted the invitation for me and my wife Maiken to join Erik and Kari in boarding the vessel off the Pacific entrance of the Panama Canal, and sail as "trial passengers" onboard the AMERICANA to New York.

Air travel, as opposed to voyages by ship, is cumbersome and wrought with surprising trouble and strife. Once onboard the AMERICANA, however, just after midnight, we had a strong sense of "arrival, at last". The peculiar, but very pleasant atmosphere of a brand new ship about to activate its own style and rhythm, was an utter relief. We were given a hearty welcome, shown to our quarters, and offered a little something to eat and drink before retirement.

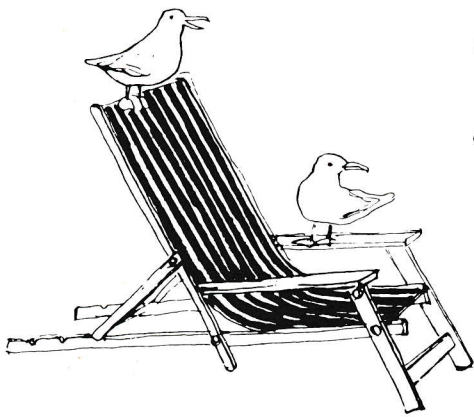
I trust that my reader will have found other descriptions of the AMERICANA, her capacities, prin-

cipal dimensions, speed and the like. I also trust that my reader has read the great masters on sea travel; – let me not try to compete with professional writers!

What, then, is on offer onboard this vessel?

One GUINEAPIG advantage is, of course, an extended freedom of the ship. Our favorite pastime is neither eating nor drinking, nor to regain lost sleep, nor catching up with required reading. – The fascination of the wheel house drew us there, time and again, to search the horizon for other ships and landmarks, the sea for dolphins and flying fish. Also, the place is packed with technologically advanced instruments, both to give basis for safe navigation and to feel the pulse of the ship's main systems for propulsion, security and communication. Yet, focus is on the human being, as always, here represented by the fine team; Master, Officers and Crew. Bearers of old sea-faring tradition, but still conversant with all modern amenities available.

Cont. on p. 18.



passenger platform



AMERICANA was not long gone on the first trip with passengers and cargo on board before the first on the spot report came in from The Virginian Pilot and Ledger-Star, dated March 14. Here goes –

In the same boat: Tourists and tons of cargo

by Daryl Strickland

Like other hotels-on-the-water, this one has luxury rooms, a lounge, a swimming pool, slot machines, and even a red carpet entryway.

But the Americana is no ordinary cruise ship. Its 108 passengers are sharing the ride with tons of commercial cargo on what may well be the world's only passenger-container ship.

"There's nothing else on the water like this today," said Jerry R. Belote, vice president of Capes Shipping Agencies Inc. in Norfolk, shipping agent for the Americana. The ship was in Norfolk last week as part of its 48-days maiden voyage from New York City to South America.

"It's something that doesn't exist," said Tom Mathern, a regional sales manager for Ivaran Lines, a Norwegian-based owner of the Americana. "It's an experimental situation."

But it's big experiment. At \$29 million apiece, Ivaran has ordered another pair of the passenger-container ships, which will be added to the company's current U.S. fleet of the Americana and seven conventional freighters.

The reasons for the move are simple. Cruises are lucrative, with passengers paying \$7,800 to \$16,800 for the trip. And having passengers means the Americana will receive automatic berthing – something that's especially useful in crowded



South American ports, where up to 60 ships sometimes wait five days to load and unload cargo.

"You can see how that could throw off your shipping schedule," said Belote, the company's shipping agent "It'll help keep us on schedule, and we'll make a nice profit on the passenger side of the business."

The Americana – built by South Korea's Hyundai Heavy Industries Co. – is a strange-looking vessel. The front two-thirds of the 580-foot ship is flat, loaded with 1,120 containers, more than twice the number carried by some of Ivaran's smaller freighters. Bringing up the rear is a stack of seven white decks of passenger cabins and recreational spaces.

On Deck 3 is suite 528, one of two top-of-the-line accommodations.

The sitting room has a stereo color television in one corner, and a mini-bar in another. It has a desk and sofa, a satellite telephone, three plants and limited edition art prints.

In the bedroom is a king-size bed and a full bath. Both rooms measure 12 by 15 feet.

"The Song of Norway, the Queen Elizabeth II, all of those are competitors," said James DeChant, executive vice president of Ivaran. "Our

cabins are built to a competing level."

But not everything is the same on an Americana cruise. For one thing, the ship doesn't stop at the tourist harbors. Instead, it docks at cargo piers.

From the front of the ship, cranes add and remove containers of textiles, chemicals, auto parts. But those aboard don't seem to mind much.

"I enjoy watching the cargo being loaded on the ship," said Sally H. Finkelstein, of New Britain, Conn.

And "I like smaller ships," said Dorothy Keith, of Edmonton, Alberta. "It's because of the ship that I came along."

Dick Waterman agreed. "It's more intimate and smaller," said the Toronto resident, who was traveling with his wife, Regina. "You're not one of the herd. By the time you come back, you know everybody."

Most passengers have tried cruise ships, DeChant of Ivaran said, but more people are looking for a slower pace. "They want to relax on the vessel," he said.

But there are some disadvantages to this kind of cruise, said Richard D. O'Leary, president of Cruise International, operator of one of the state's largest travel agencies.

"It doesn't have the amenities of a (full-sized) cruise ship," O'Leary said. "It's for people who want solitude, and adventure."

This has a "small, thin" market, O'Leary said. "I don't think it's a red-hot concept," he said. "It's not the thing of the future."

The crew too, has found another disadvantage to having a "hotel" on the ship.

The 44 sailors have been issued uniforms to keep a neater appearance. Those who are on the maritime staff, which runs the cargo operations but lives in the hotel portion, must change from uniforms to work clothes almost every time they pass from one half of the ship to the other.

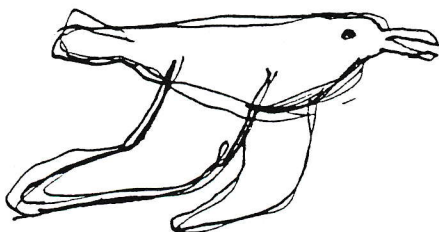
They do this eight times before lunch and eight more times until dinner, said Karl W. Pobantz, an electrician from West Germany.

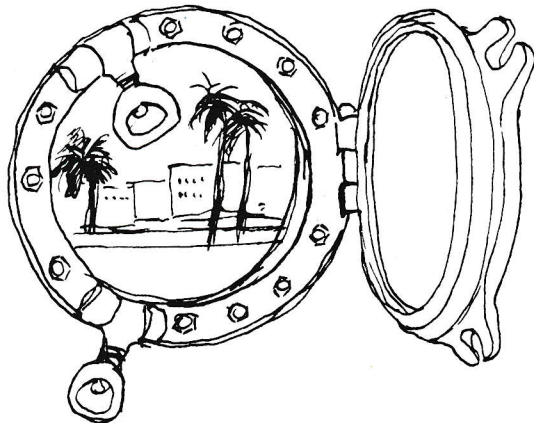
"We change clothes and take more showers than a fashion model," he said.

Editor's Note – Mr. Richard

O'Leary's remarks are interesting.

This type of cruise should never be compared to a week's or at the most a two week's hectic Caribbean cruise activities. Ours is a different type of cruise, taking people to distant ports and countries, catering to individualists who do not thrive in big crowds. Only the future can tell how hot the temperature of our type of cruise concept will be. Besides, if the concept should turn out red hot, we should be utterly unable to cope with the demand.





From Brazil we have received the following news items –

Economic policy

– Once more we must report some changes in the economic team of the Brazilian government. The President of the Central Bank of Brazil, Mr. Fernando Milliet, has been substituted by Mr. Elmo de Araujo Camões while the President of the Bank of Brazil, Mr. Camillo Calazans has been substituted by Mr. Mario Jorge Berard. It seems that this change should strengthen the position of the Minister of Finances, Mr. Mailson de Nobrega. However, the very President, Mr. José Sarney, does not seem very eager to help his minister when he proposes to cut public spending. For example, the President refuses to endorse any dismissal of state employees or any freezing of their wages. It is generally agreed that this attitude may jeopardize starting negotiations with the IMF, since cut in public spending is one the IMF key prescriptions. Therefore, even the agreement which has been achieved with the banks about the foreign debt may be threatened, since it is strictly linked to the approval of the Brazilian economic policy by the IMF.

On the other hand, in February the price index has shown a 18% increase. Of course, this is not a result which helps to restore the trust in the government's promises to improve the economic situation. Moreover, the Constituent Assembly is another focus of indefinitions and last but not least, the Armed Forces, show openly their disagreement with the prospects of presidential elections in 1988.

– Industrial Production has grown only 0,9% in 1987 while it had grown 10,9% in 1986.

– The Brazilian government is studying the conversion of the foreign debt into exports. This means that the exports would be paid with titles of Brazilian debt instead of foreign currencies. Needless to say that it will be difficult to regulate such an operation.

Foreign trade

– *Trade surplus:* The January 88 positive trade balance reached US \$1,032 billion (exports: US \$2,144 billion; imports: US \$1,112 billion). The manufactured products share is 77% of the exported total. Motor-cars, trucks, auto parts and c.k.d. vehicles foreign sales amounted to US \$271 million, 103% more than in the same period of 1987.

According to Mr. Namir Salek, the Director of Cacex, Brazil's 88 target is a trade surplus of US \$11,6 billion.

– *U.S. Commercial retaliations:* The Brazilian government is very satisfied with the U.S. Government's decision to take no decision about commercial retaliations against Brazilian exporters until the new Brazilian law about software is definitely regulated, probably in April/May. Therefore, until then trade operations between Brazil and United States are normalized.

– *Befiex:* In 1987, 61 projects have been approved by Befiex, which means an amount of US \$6,5 billion to be exported within next 10 years. This denotes a 51% increase in comparison with 1986, when 71 projects (totalling US \$4,3 billion) were approved.

– *Machinery Imports:* Brazilian companies find great difficulty in importing machinery due to the lack of foreign credit availability. As the import licences are released by Cacex only when importers can prove that their purchase is financed, many foreign companies start to pro-

duce the orders only when import licence is on hand. Furthermore, the insurance premium paid by the exporter is very high and covers only 75% of the goods.

– *Commodities:* The Concex (National Council for Foreign Trade), composed by all the Ministers linked with foreign trade, decided to allow exports of commodities financed with long term credits which will be negotiated through-Cacex.

– *Iron ore exports:* The Brazilian exports achieved the mark of 95,7 million tons (5 millions more than in 1986). New clients such as Egypt and China were conquered. The income has increased only US \$19 million (US \$1,642 billion instead of US \$1,623 billion) owing to the drop of international prices.

Chicken exports – 213.000 tons were exported in 1987!

It is more and more difficult for Brazilian exporters to compete with U.S. exporters who receive subsidies up to US \$700.00 per ton, mainly for Middle East countries. The present market price level is US \$1,000.00 per ton. Moreover, American exporters allow three years' credit. Brazilian's exporters could compete better with exports of chicken parts. However, lower costs of man labour are counter balanced by higher freight rates.

– *Vehicles:* 44.000 cars and 1.700 tractors (US \$416 million) have been exported during the first two months of 1988.

– *Footwear:* Footwear manufacturers are trying to expand their sales in other foreign markets, mainly France and Germany. In 1987, 90% of their exported production (around 56% of their total production) was sold to the United States.

– *Sugar:* 2.424 millions tons were exported in 1987, thus decreasing 5% in comparison with 1986 (2.554 million tons).

Shipping

– Ports:

– *São Sebastião*: The piers are being expanded 3 kms, thus tripling the port's present capacity.

– *Natal*: US \$3 million are being invested in order to conclude two piers and to deepen 10 meters the draft of the access channel to the port.

– *Fortaleza*: A new grain warehouse will be built in 1988, thus expanding the storage capacity by 30,000 tons.

– *Paranáguá*: 750,000 tons of soya products are expected to be shipped through Paranáguá in April 88.

Oil

Petrobras announced the discovery of four giant oil reserves off the coast of the state of Rio at a depth of 1000 meters (3280 ft) below sea level. Present reserves in that area are said to be 2.5 billion barrels and the new find could double Brazil's known reserves.

On the other hand, Texaco operating on a risk contract with Petrobras by seismic soundings has found what is believed to be a very rich oil basin on Marajó Island, mouth of the Amazon River. Only actual drilling will confirm this find which could even make Brazil self-sufficient in oil energy in the not too distant future.

At the end of February Brazil reached a preliminary agreement with private foreign banks which foresees Brazil will receive \$5.8 billion in loans to refinance interest rates due in 1987 (still unpaid), 1988 and part of 1989. The risk spread which presently is being paid at 1.66% will be reduced to 0.8125% (same as for Mexico). Another \$600 million will be placed by the banks as short term loans to finance foreign trade. Brazil meantime will pay \$700 million to the banks covering inter-

est rates due in January and February and with this sum liquidated, Brazil will have paid to private banks a total of \$2.7 billion since Dec 30th 1987. Final agreement with private banks should be signed very shortly.

Debt Seen Looming Over 21st Century

If Mexico fails to adopt new strategies for economic and scientific development, the country's economy will reach its most dangerous point in the year 2010, aggravating further the problems of unemployment and underemployment, a Mexican researcher says.

Antonio Alonso Consbeiro, director of the Center for Future Studies (CEP), said in an article published in the December Bank of Foreign Trade that the country's foreign debt will become a huge burden on the Mexican economy in the 21st century.

The spectacular growth of the nation's foreign debt by the year 2010 would allow countries like the United States and Japan to heavily influence Mexico's economic policies, says Alonso Consbeiro.

Mexico, which owes 105 billion dollars to its foreign creditors, is the Third World's second largest debtor nation after Brazil, whose foreign debt is about 116 billion dollars. Mexico currently pays some 8 billion dollars in interest rates to its creditors.

Alonso Consbeiro states that even servicing the debt will become very difficult.

"If the principal on the debt continues to grow at the current moderate rate of 2 percent annually, it will become more than one-third of the country's gross domestic product (GDP) in the year 2010," he predicts.

With interest payments of about 10 billion dollars annually, or equal to 50-70 percent of the country's total export earnings, Mexico will need to increase exports by 30-50 percent if interest rates remain stable.

Alonso Consbeiro says that the success of Mexican exports will depend on their competitiveness in international markets and the rate of Mexico's technological development.

Even if Mexico succeeds in capturing foreign markets, exports will benefit only 20 to 30 percent of the country's population, and rest would suffer, says Alonso Consbeiro, adding that the government should not neglect the domestic market as well.

"The opening of the country's economy to foreign goods will also provoke intense competition, in the costs, quality and diversity of products and technological standards," Alonso Consbeiro says.

As a result, Mexico will need to intensify the process of industrialization, he recommends.

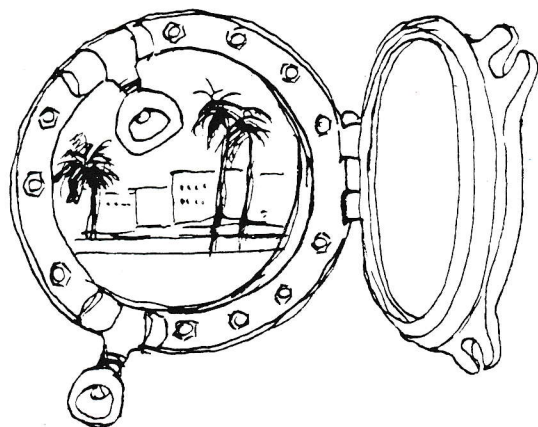
"It will be necessary to plan different strategies for trade and technological development in order to serve the domestic and foreign markets," he says.

"In the long-run, internal market and the productive structure will undergo a big transformation and, therefore, Mexico will need the necessary technological changes," Alonso Consbeiro suggests.

He says Mexico could have about 127 million potential consumers in the year 2010. "They will have a relatively higher education and about 75 percent of them will live in urban centers – two-fifths' in the three big cities – Mexico City, Guadalajara and Monterrey."

Of the estimated 127 million population in the year 2010, 60 percent will be in the productive age group and 10-11 percent will be

Cont. on p. 18.



The History of The Port of Miami

Miami has always been a town of booms and busts. Throughout, the City, even before it was incorporated in the late 1890's has boasted a seaport.

The first real seaport was constructed of wooden finger piers in 1841, and served primarily as a loading point for the tallmasted sailing ships that carried products produced by the numerous plantations in the area.

It wasn't until 1893, when Henry Flagler, one of Miami's pioneer citizens and developers, dredged a 12-foot deep channel that regular shipping service into Miami was inaugurated. Despite this dredging, it would be another three years, after additional dredging of the harbor, that steamships began to make regular calls at Miami.

Realizing Miami's vast potential as a seaport, Henry Flagler, in 1900, merged his shipping company with Henry Bradley Plant's shipping company to form the Peninsular and Occidental (P & O) Steamship Company. Following this merger, the new firm constructed a new Port of Miami between 6th and 9th Streets, along Biscayne Boulevard.

Throughout the first decade of the 1900's numerous dredging projects were undertaken to deepen the channel leading to the Port, and to link Miami with the Intracoastal Waterway System.

In 1913, upon Henry Flagler's death, the seaport he built was taken over by the City of Miami. Shortly thereafter, in 1920, the first regular passenger service was inaugurated at the Port with the sailing of the S.S. Georgiana Weems between Miami and Baltimore. In 1924, the S.S. Apache became the first ship to sail between Miami and New York.



Port of Miami.

Beginning in the 1930's, passenger service from Miami to Havana was begun, and it, along with other new services flourished, leading the way for Miami's emergence as a major passenger port (it ranked third in the nation with 66,458 passengers in 1938).

Most shipping activity through the Port came to a halt during World War II, when the U.S. Navy assumed control of the facility. It wasn't until the 1950's that a steady flow of activity resumed, and by this time it became clear that continued growth would be contingent upon a substantial expansion of the facilities.

In 1960, the newly formed Metropolitan Dade County Government assumed control of the Seaport from the City of Miami. It immediately announced plans to construct a new port facility in Biscayne Bay – from spoil materials formed into Dodge Island when the harbor was initially dredged in 1902.

The new Port of Miami, on Dodge Island, was opened in 1964.

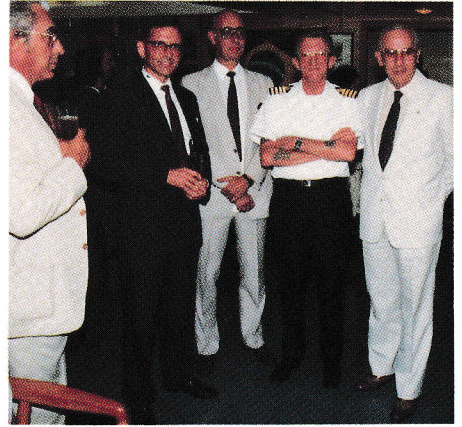
Throughout the 1960's the Seaport flourished as the cruise and cargo industries were developed. Throughout the 1970's the Port's activity increased tremendously. By 1979 it was obvious that the facilities were woefully inadequate to support new business. Thus, in 1980, the Port of Miami embarked on an ambitious \$250 million expansion program which has doubled the size of the facility to 600 acres, and provided sophisticated cargo handling equipment and new cruise terminals, and much needed office space.

The Port's expansion will continue through 2000, when it will have eight gantry cranes in eight berths, 17 cruise terminals, and a new bridge (to be built in 1987) linking it to the interstate highway system. All of this, coupled with a cargo tracking computer system tied into Miami International Airport and the U.S.

Customs Service, and an on-port railhead will make the Port of Miami one of the most sophisticated and easy-to-use in the world.

Progress is continuing at a rapid pace. Last year the Port opened its 10th passenger terminal. Construction is underway on three more, including a twin terminal whose 1,400-foot-bulkhead will accommodate two cruise ships at once. A

five-lane, 65-foot-high bridge will replace the existing two-lane draw-bridge, two RO/RO-LO/LO berths are near completion, and three new gantry cranes will be delivered, making the Port the state's leader in gantry crane capacity. The Port of Miami is looking to the future with state-of-the-art improvements today.



*Above:
Pictures from the opening of the
Floating Exhibition on board M/V
Salvador at Santos on February 27th.
1988.*



Port of Miami.



of SHOES and SHIPS

Floating Exhibitions aboard Santa Fe and Salvador

More than a year ago our very active general agent in Brazil for the US GULF/BRAZIL - RIVER PLATE service, Transatlantic Carriers, proposed an initiative for the expansion of the Caribbean markets. The idea was to approach Brazilian Exporters and offer space on board our ships for Floating Exhibitions of products they would like to present to potential importers in that region.

After a great many of exporters in the Sao Paulo/Santos region had been visited, a cocktail party was offered on board the SANTA FE on June 19th, 1987, for the interested exporters. The occasion was the marking of this unique opportunity for Brazilian manufacturers to gain exposure to the Caribbean markets in a new way. A considerable amount of samples and pamphlets were brought on board for display in Caribbean ports.

Already ten days later the ship was berthed at Bridgetown, Barbados. Again, a cocktail party was arranged, and about 30 guests attended. All the merchandise and pamphlets had been broken out of storage by ship's crew and with the aid of employees from the ship's agents, Robert Thom (Shipping & Travel) Ltd., put on display.

Similarly, shipboard parties were offered at San Juan, Puerto Rico, and Santo Domingo, Dominican Republic. Again, company agents Antilles Shipping Corp. and Maritima Dominicana SA. were of magnificent help. The entire experiment was termed a solid success by both exporters and potential importers in the three ports involved. Another floating exhibition was scheduled.

The second event was opened in



At Bridgetown Mr. David Harding, Capt. B. Ternøe and Ivaran Line Representative flown in from New York, Mr. Barry Goldman, are ready for the guests to arrive.



Bridgetown guests.

and SEALING WAX...

Santos, aboard the SALVADOR, on February 27th, 1988, by a cocktail party where also representatives of central as well as of local authorities were present. In addition, about 40 representatives of participating exporters, the Shipping Agency as well as the Norwegian Ambassador to Brazil, attended.

The SALVADOR arrived at Bridgetown on March 8th, San Juan the 10th, and Santo Domingo on the 11th. Shipboard receptions were offered in all ports, once more with great success. Robert Thom (Shipping & Travel) Ltd., of Bridgetown, reported that the reception had also been attended by the Brazilian Ambassador, Mr. Amury, two of his commercial attaches, and also by Mr. Wendell Gooding, Secretary of the Organisation of American States (OAS). 33 importers had been invited and 21 attended. Most of them showed great interest in the products on display.

According to newspaper clippings which were sent us by Antilles Shipping Corp., San Juan, P.R., about 50 importers had attended the Floating Exhibition there, reflecting considerable interest.

Maritima Dominicana, Santo Domingo, also reported on a successful Exhibition and party with about 60 guests in attendance, including importers, commission brokers, port authorities and the local press. Everyone was most favourably impressed by both ship and displays.

Through their initiatives, both IVARAN Lines and their agents have made considerable efforts to assist exporters and importers in this trade to make new contacts and expand and improve upon trading opportunities. Of course, the Line as a consequence hopes to enjoy increased carryings in due time, provided the efforts prove a concrete and lasting success. IVARAN Lines have made regular calls at the three



At Bridgetown, Merchandise is under review.



At San Juan, from shoes to forklifts.

Caribbean ports involved for a number of years and is committed to keep calling those ports also in the future. In view of frequency and regularity of service, cargo space made available to the trade as well as the rate policy adopted, IVARAN Lines offer the best service element of all lines to Brazilian, Argentine and Uruguayan exporters dealing with these islands. The ships employed in this trade are especially suited for the multiple assortment of merchandise involved.

Plans are now on foot for the jumboizing of some of the ships dedicated to this trade in order to be able to cope with the increased cargo flow anticipated over the next few years.

A/S IVARAN'S REDERI, owner and operator of IVARAN LINES, is prepared to repeat such floating exhibitions or participate in similar promotional activities aimed at enhancing the trade between South American countries and the Caribbean region. Under review is also a plan for fitting the ships used in this trade for permanent displays of merchandise sought introduced to this interesting area.

Boards made for gracious living

Twenty years of experience bring confidence and revenues. This is the case with two Brazilian companies that are exporting sheets of wood fibers, made from eucalyptus wood. Thanks to the quality of their product, the Eucatex and Duratex companies have seen their share in the world market enjoy a remarkable growth.

– Wood fiber sheets from Brazil are superior in quality to those from other countries, and therefore our prices are very competitive – guarantees the executive secretary of the



At San Juan, Sr. Joaquim Oronog of the Tartok/Oronog Co. exchanges business cards with Mr. Hans Heitkoenig, Chairman of Antilles Shipping Co.



Guests at Santo Domingo Party.

Brazilian Lumber Producers' Association, Vasco Flandoli Sobrinho.

Eucatex and Duratex are planning, this year, to reach a combined goal of 60 million dollars in exports.

"Last year our exports of fiber board came to 19 million, and this year we expect to jump up to 30 million dollars", said José Eduardo Fadul, superintendent of Eucatex Trading.

Fiber board sheets are sold to the United States, Canada, Europe, and to some countries in Africa, the Middle East and Latin America. In ever increasing volume the Brazilian product is supplying the needs of the American and European construction industry. Eucatex exports its fiber board either already painted or unpainted for finishing work. The material is a mix and is known as "hardboard". Also exported is a type of board called "soft" that is used for ceiling work and for insulation.

In order to keep up with its overseas trade, the Eucatex company maintains sales offices in London, New York, Amsterdam and Hamburg, and a sales representative in Buenos Aires. The major importer is the United States. "In 1986, the United States imported close to 50 percent of the total volume sold. This year, however, its share will go down slightly to 45 percent, because of the increase in sales in other countries", Fadul explained. He added that "after twenty years in the business, exporting is not difficult. We just have to maintain quality and a good price." The company imports chemical products which are used in making its own stains and resins used in processing the fiber board.

The composition board shipped abroad by Eucatex is used for a variety of purposes. In the United States, for example, the painted boards are generally used for wall finishing in bathrooms. In Europe and the Middle East, the furniture manufacturers use it for drawer bot-



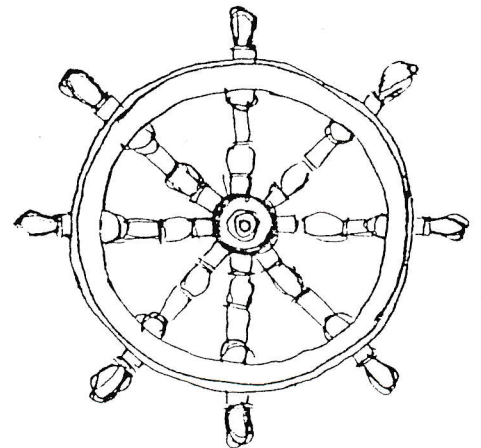
Exhibition spilling over to the Boat Deck. Guests from Santo Domingo enjoy an early evening chat.

toms and in cabinets. Fiber board is used for many purposes in Africa.

The Duratex company has been selling its products in other countries since the early 1960s. Duratex boards are used in the manufacture of doors. The company director, Paulo Setúbal, revealed that some shipments of board went to Nigeria and Egypt "in rather small quantities for use in the construction of low-income housing."

Half of the company's foreign sales are in Europe. The other half goes to Canada and the United States. Last year, Duratex took in 28 million dollars, and expects this to go up to 30 million this year. "Our strategy is to maintain a few sales offices abroad to take care of the already developed markets. We sell an industrial product and this requires quality, stable prices and continuity of supply", Setúbal remarked. He added that competition comes from Eastern European countries but as he explained "Duratex and Eucatex have the advantage of climate and our raw material is available the year

round, thus guaranteeing a constant supply." The best trump that both companies have to show is quality. "Brazilian-made fiber board products are superior to those coming from Eastern Europe. Our boards win on quality, but Sweden is now getting into the fiber board market", said Eucatex' José Fadul.



SPILOVER

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The swimming pool was to be tried out – filled with sea water holding 28 salt and fresh degrees Celsius or about 76 Fahrenheit. Initially it was filled too cautiously, not up to the edge, and as the vessel moved, even very gently, splashing waves worked up. Experiments, aided by reasoning, led us to the solution that the pool had to be filled entirely, so that the water would splash over the walls. Naturally, the experiments had nearly exhausted us, so we took our reward in the pool, thereafter sunbathing to think over our conclusions so far. – Yes, we did do a lot of thinking!!

The suites and cabins are delightful. There was not very much added attraction we could envisage – comfortable and well equipped as they were. And who would spend time there when one could try so many other exciting areas of the AMERICANA? The library, for instance. We were eager to do something useful, I mean, so that others could see that we had not only been idling. But alas; the books would arrive in New York only, so the attractive library room was a nice place where to sit down in peace and quiet.

On a shake-down cruise, there are also opportunities to participate in the finish in some areas. Pictures were to be hung on the walls (or is it bulkheads?) and everyone could voice her or his private opinion before the object was placed where the interior architect had already decided a long time ago.

The group did not take their responsibilities very seriously in testing out the bar. The main reason, of course, on this cruise, the bar actually did not open until after arrival New York! The crew was very busy all the time; glasses, china and cutlery to be unpacked, counted, cleaned and put in proper places.

The same hustle went on in store-rooms and in the galley and pantry. Actually no stone was to be left unturned to ensure that the vessel would be ready for presentation in New York – and as usual; on schedule.

Let me dedicate the closing remarks to the Dining Room and our experiences there. The food side, the flavour and tastefulness we could give top marks from the first meal. We had to attend to details and suggestions; – how to design a menu, that plates be placed with the Flag of the Line "up front"; and, to our great satisfaction, also in this respect we could register improvement and keen attention.

So, the ship, officers and crew were ready for the guests, for those attending receptions, ceremonies, and inaugural festivities as well as those who were to join her on her maiden voyage.

BON VOYAGE!!

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above 55 years of age, he says.

"Such demographic changes will change patterns of demand for products and services. Some products will grow at a higher rate than the population, and others will register slower growth. There will be both fast growing new markets and depressed ones," he says.

The economically active population in the year 2010 could reach up to 48 to 50 million people, or 38 to 40 percent of the total estimated population.

If Mexico desires a prosperous future, the country's national science and technology sphere must develop at a rate of 15 percent, he says.

But despite the tremendous importance of science and technology in the economic growth of the country. Mexico invests only 0.5 per-

cent of its GDP in scientific and technical research activities, as compared to 2-2.5 percent spent by industrialized countries.



Your first cruise, Ma'm?

Marvels of modern travel

Isn't it fabulous
Breakfast in London
Luncheon in Paris
Supper in Rome
all in one day – and
on top of it
Luggage finally
located in Athens.

You have heard it before
in many a version.
We will give you one more
with a salty aspersion –

Breakfast in bed
Luncheon on deck
Dinner in style
all in one day – and
on top of it
Luggage at rest
all the time on board.

State of New York Legislative Resolution

Assembly No. 467

BY: M. of A. Dugan



HONORING the return of passenger ship service
to the Brooklyn waterfront

WHEREAS, Attendant to the return of passenger ship service to the Brooklyn waterfront, it is the sense of this Legislative Body to hail its arrival; and

WHEREAS, Ivaran Lines will resume passenger ship service to the Brooklyn waterfront on March third, nineteen hundred eighty-eight, with the arrival of its ship, the Americana; and

WHEREAS, New York City drew its life and livelihood from her vital working port; and

WHEREAS, The Empire State has long held a reputation as a leader in international shipping and commerce as a consequence of its thriving port; and

WHEREAS, Our Nation was built by the many immigrants, travelers, and merchants who passed through the Port of New York; and

WHEREAS, The arrival of the Americana will mark the resumption of passenger ship service to Brooklyn for the first time since World War II; and

WHEREAS, Ivaran Lines hails from the great Nation of Norway, known for its skilled and dedicated seafarers; and

WHEREAS, This great occasion will be marked with a celebration at the Red Hook Container Port in Brooklyn; and

WHEREAS, The arrival of the Americana signals the beginning of a bright new era of passenger ship service to the Brooklyn waterfront; now, therefore, be it

RESOLVED, That this Legislative Body pause in its deliberations and most joyously hail the arrival of the Ivaran Lines ship, Americana, and celebrate the revival of passenger ship service between Brooklyn and the world; and be it further

RESOLVED, That a copy of this Resolution, suitably engrossed, be transmitted to Mr. Erik Holter Sorensen, President, Ivaran Agencies, Port Red Hook, Brooklyn, New York.

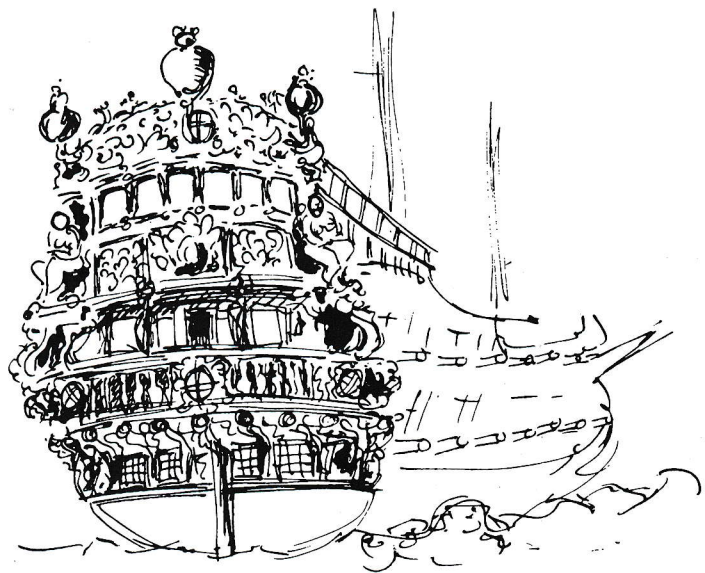
ADOPTED IN ASSEMBLY ON
February 22, 1988

By order of the Assembly,

A handwritten signature in cursive script that reads "Francine M. Misasi".

Francine M. Misasi, Clerk





stern gallery



On leaving the port of Miami on March 13, passengers and cargo had been accommodated. A balmy ocean crossing and exciting ports lie ahead.