

Training  
manual  
“Cruise port  
management –  
Water side”  
- JOHANN

Del. 4.3





*Legal disclaimer:*

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## INTRODUCTION

The project Johann (Joint development of small cruise ship tourism heritage products in the Southern Baltic Sea Region), involves six project destinations (Rostock, Wismar, Stralsund, Szczecin, Karlskrona and Kalmar). Its overall idea is to develop the South Baltic Region as an attractive small cruise ship destination. Strengthening the range of cultural and natural excursions, improving the operation on both land- and waterside and integrating the cruise business in the urban city planning are all success factors that the project will focus on. Moreover, the partner destinations need to reach the major target group – the cruise ship operators/the cruise line representatives.

Relevant research activities regarded to the best practices & benchmarks implemented into the cruise business as well as naval and operation requirements towards the Small Cruise ports being completed and introduced into other project's actions, including the training.

## SYNOPSIS

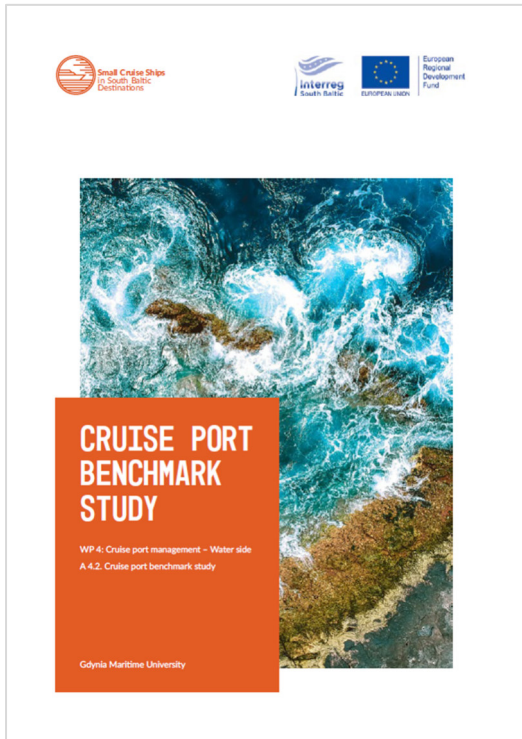
The below document introduces a water-side training manual for those involved in small cruise ships' operations, particularly of the Baltic Sea Region.

Its purpose is to present a basic curriculum of training to be provided to the personnel involved in such operations. Namely, the focus is placed on familiarizing the personnel with water-side aspects of the operations, although land-side aspects are also addressed when necessary. This is since any port call of a ship is a very complex operation that requires a close cooperation between water- and land-based organizations.

Development of the training manual in the 'water side' part is strictly related to the achievements (Deliverables) completed in the JOHANN project by the Gdynia Maritime University/Poland, like:

- 1) Cruise Port Benchmark Study, and





## 2) Port Handbook.

Identification of the key features of the Small Cruise Ship concept (SCS), the global market research for selection of comprehensive examples of the SCS operators and maritime ports as well as detailed investigation of its practices and best solutions are the key elements of the *Cruise Port Benchmark Study*. Thus, relevant knowledge and practical experiences from the Study can strongly support the training content and procedure.

*The Port Handbook* is a practical tool for ship operators in South Baltic Sea area. It has been compiled based on various

available sources such as pilot books, local interviews and participatory observation. The results have been published as a guide to operate in a given port. The compilation process also served as an exercise for the Project team, who had an opportunity to identify job-as-done issues in SCS operations as well as training gaps.

## INTRODUCTION TO THE ISSUE

The main rationale behind the creation of the curricula is the fact that some of the persons involved in cruise ships' operations may have a limited understanding of maritime operations due to the relative isolation of their water-side colleagues - seafarers, captains. This is to present the latter's point of view and bridge the knowledge gap. Within so complex operations, good communication and understanding of others' interests is of the utmost importance.



The topics to be discussed as presented within the document shall not be regarded as exhaustive, but rather as a minimum amount of information to be presented to the participants. It is the trainer's task to choose whether (s)he should comply with the below guidelines strictly or rather loosely rely on them while dynamically handling participants' needs and questions. (S)he shall under no circumstances be discouraged to share own experience and provide case studies, whenever appropriate. The timeline is advisory only.

**Picture 1:** Small cruise ship "Birka Stockholm", Birka cruises- island of Rügen/Germany

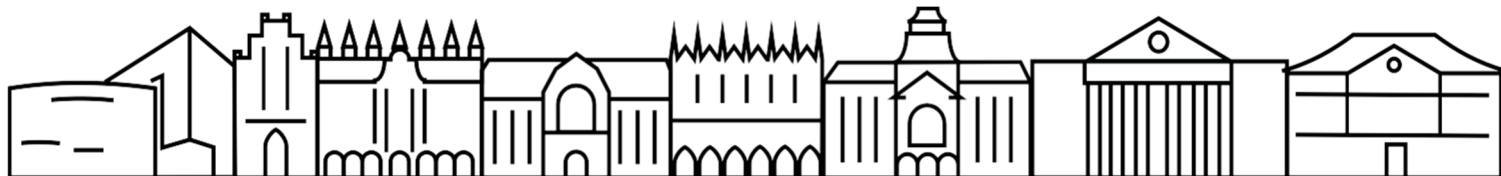


Source: Mukran Port

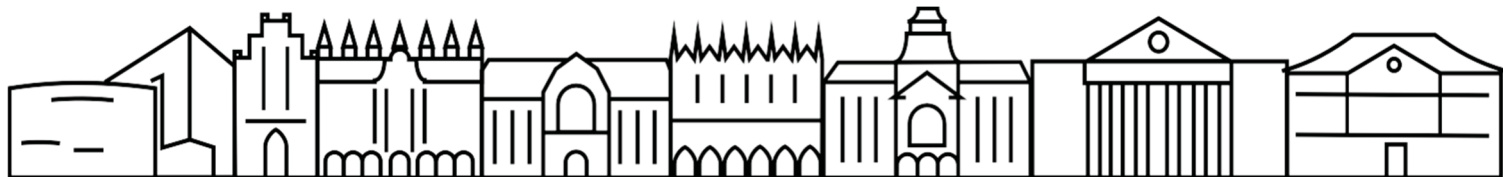


## MANUAL

No.	Topic	Targets	Detailed information and rationale	Method	Time in minutes
1.1.	Introduction	Introduction to the trainer	<p>The trainer shall be introduced by a training manager. Introduction shall include trainer's bio.</p> <p>Basic safety regulations should be presented, including evacuation procedures and emergency contacts.</p> <p><i>Preferably, the trainer should have some sea-going experience, but also a land-based one. Marine superintendents or similar, working with cruise companies can be good candidates.</i></p>	Introduction / Self introduction	6
1.2.		Description of training target	<p>The training is designed to be provided to all persons involved in attracting and operating the small ships calling at the given port. In particular, the following persons are to be trained:</p> <ul style="list-style-type: none"> <li>✓ involved in the port operations               <ul style="list-style-type: none"> <li>○ associated with the operation of cruisers</li> <li>○ responsible for tourism</li> <li>○ responsible for emergency preparedness</li> </ul> </li> </ul> <p>Providing information and stimulating conversation on the issues discussed between these groups will allow for a holistic understanding of the subject, and thus - better preparation for the creation and improvement of</p>	Presentation	6

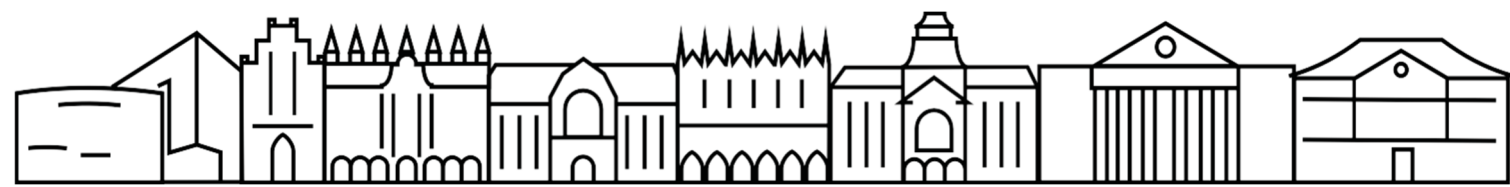


			solutions aimed at attracting tourists - passengers of cruise ships.		
1.3.		Description of training's purpose	<p>The purpose of the training is to present basic features of the small cruise industry to persons that could get involved in it but are not fully familiar with all its aspects.</p> <p>The secondary objective is to encourage networking among these persons, which will improve cooperation. This will ensure the efficiency and safety of passenger operations which may be vital to create procedures for handling cruisers and tourists.</p> <p>Furthermore, a platform for experience exchange can be established.</p>	Presentation	3
1.4.		Scope of training	<p>During this training the following subjects shall be covered:</p> <ul style="list-style-type: none"> <li>✓ Brief introduction to what small cruising is - statistics, target group etc.;</li> <li>✓ Reasons to participate in the market;</li> <li>✓ Factors to include when inviting a cruise to call at the given port;               <ul style="list-style-type: none"> <li>- Required infrastructure;</li> <li>- Services to be provided;</li> <li>- Roles of interested parties in smooth operations of small cruise;</li> <li>- Safety, security and hazards;</li> </ul> </li> </ul>	Presentation	3
				Subtotal	18



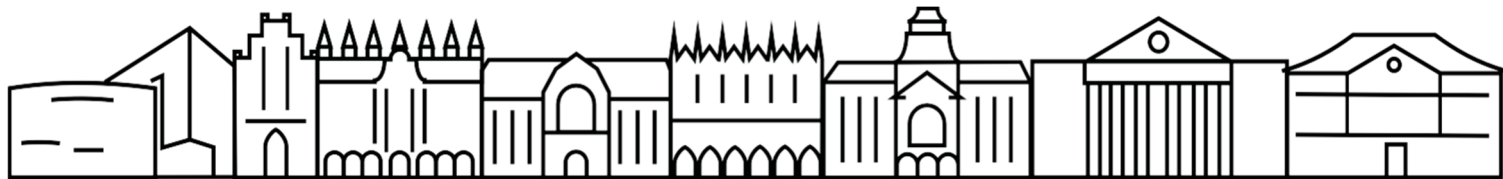


No.	Topic	Targets	Detailed information and rationale	Method	Time in minutes
2.1.	What is small cruising?	How do we define small cruise ship?	The trainer shall provide an explanation of how (s)he defines a small cruise. This can be done either through specifying the maximum passenger capacity, length over all etc. Relevant information about the concept are presented in <i>the Cruise Port Benchmark Study</i> – chapter 1.	Presentation	7
2.2.		How is it different from giant passenger vessels?	Fewer tourists means a completely different kind of problems that can be encountered by both the carrier and the city or port. On the one hand, the logistics of small groups is easier - transport in the port can be carried out more efficiently, as well as any security checks. Such groups may also have more clearly defined characteristics, such as the average age, spectrum of interests or the financial level - it allows better adaptation of services to them. At the same time, smaller groups are less likely to experience unforeseen circumstances that may delay the schedule.  However, a smaller number of passengers may mean less income per single voyage.	Presentation	15
2.3.		What is the market share?	Figures depicting small cruise market significance to the economy shall be presented to familiarise the training's participant with potential benefits as well as threats. <i>The Cruise Port Benchmark Study</i> includes the global market study with identification of the SCS niche – chapter 3.	Presentation	7
2.4.		What is the target group of the passengers?	It seems that due to the nature of the Baltic and the fundamental differences with the Mediterranean and ocean areas, the tourist profile in this region can be characterized by the following features:	Presentation	15

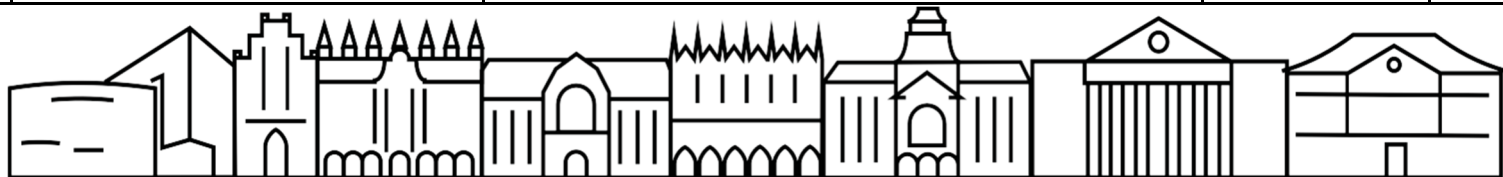




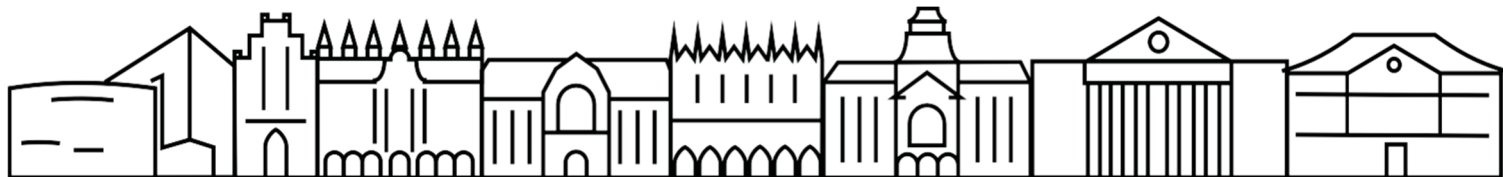
			<ul style="list-style-type: none"> <li>✓ Middle or higher age</li> <li>✓ Attitude to tourism related to the history of the region</li> <li>✓ Interest in visiting hubs such as Berlin</li> <li>✓ origin from Western Europe and the United States</li> <li>✓ Medium and higher financial class</li> </ul> <p>The customer profile may change depending on the economic situation of both tourists and the Baltic region as well as competitive regions, as well as infrastructure changes such as the emergence of new navigable areas, which will allow the introduction of new destination ports to the carriers' offers.</p>		
2.5.	Reasons to participate	What is the average number of passengers landing at each port?	Numbers, statistics or personal experience shall be shared to achieve a basic understanding of activities undertaken by passengers during a port stay. Furthermore, a description of on-board facilities and activities should be given so as to identify potential gaps. For the latter topic, a particular small cruise ship can be used as a case study.	Presentation	3
2.6.		How much time and money do they spend ashore?			7
2.7.		What services could be offered to them at your port? What are their needs?	<p>There are hundreds of passengers on a passenger vessel and each of them has special needs that they might even not know of. The more diverse services can be offered at a destination city, the more people can feel satisfied. It shall also be kept in mind that proper advertising is crucial. Traveling to a new city, passengers might not know what to expect. On the other hand, reacting to their expectations can bring new business opportunities.</p> <p>Best practices available in <i>the Cruise Port Benchmark Study</i> – chapter 4.</p>	Presentation	20
2.8.		Who else can benefit from small	The main beneficiaries of the increase in the number of	Presentation	10



		cruise vessels calling at your port?	<p>tourists coming from small cruisers will be companies operating in the city - tourist agencies, service providers, gastronomy as well as hotels, transport companies servicing trips and long-range transportation such as airports and railways.</p> <p>The obvious beneficiaries are the port and agents.</p> <p>Due to the small number of individual tourists from each cruise, these sums may not seem to be large, but we are talking here about a very wide range of services offered to both tourists and shipowners.</p> <p>Refer to relevant <i>Port handbooks</i> Section 'Tourism and local attractions'.</p>		
2.9.	Inviting a cruise	What is a must to make a cruising company think about sending their vessel to you port?	<p>From the technical side, the cruiser must be able to moor:</p> <ul style="list-style-type: none"> <li>- the berth must be adapted to its size, both in terms of length and height</li> <li>- The size of the port basin must be enough to perform maneuvers</li> <li>- After mooring, services necessary for functioning must be provided</li> <li>- Port infrastructure must meet safety standards and should be visually attractive</li> </ul> <p>Even if the above conditions are met, the port and the city still have to be interesting in themselves - they must provide tourist attractions that will encourage people to choose cruises to these places.</p> <p>Keep in mind that the itinerary is prepared by the cruise vessel company, that decides on how to make the largest profit possible. In general, the more passengers they carry at a given margin, the larger the profit is. And the passengers want to travel to places they are interested in (for any reason). The basic goal of a</p>	Presentation	70

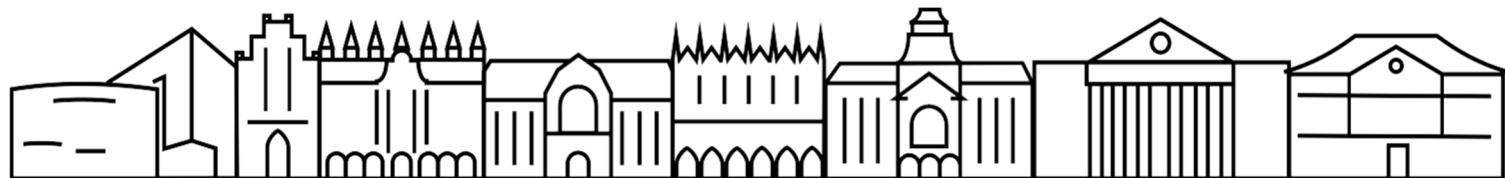


		<p>destination city is to make both cruise company and passengers happy.</p> <p>Within this topic, a role-playing exercise could be performed, during which the participants would be asked to plan a cruise itinerary based either on the information provided by the trainer or publicly available one. Their objectives should include items such as prospective vessel's capability to enter the ports, destination's main tourist attractions, logistics aspects, travel time and distance between ports, harbour fees etc.</p> <p>Refer to relevant <i>Port handbooks</i> Section 'Tourism and local attractions'.</p>		
2.10.	<p>What else does a shipping company have to consider when planning an itinerary?</p>	<ul style="list-style-type: none"> <li>✓ Logistics related to the delivery and collection of passengers - both for transporting them to the city and places of interest as well as for airports or railway stations;</li> <li>✓ The ability to reach the location by air or possibly shorter time to reach from the nearest hub;</li> <li>✓ Infrastructure must meet safety standards, while maintaining a positive impression;</li> <li>✓ Adjusting prices and travel costs to the customer's profile;</li> <li>✓ Visa regulations and potential restrictions or inconveniences in relation to all or some groups of tourists. If they are present, any possibility of reducing their impact should be taken into consideration.</li> </ul> <p>Refer to relevant <i>Port handbooks</i> Section 'Port Information'.</p>	Presentation	15
2.11.	<p>What is the intended throughput?</p>	<p>Having a customer profile and information about the current level of passengers visiting the city, their expenses and needs to be satisfied, simulation should</p>	Presentation	35

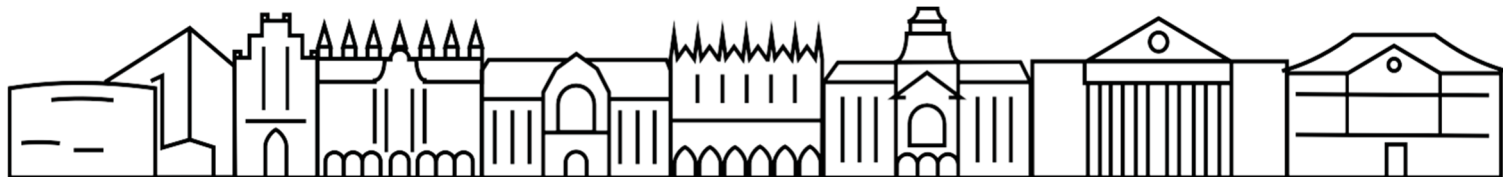


			<p>be facilitated to determine the optimal number of this type of tourists.</p> <p>Too many visitors may have a very negative impact on residents, service quality and safety, and thus - in the long term, reduce the tourist attractiveness. An example of such a situation may be Venice, which accepts a lot more tourists annually than its capacity allows - has lost the reputation of an attractive tourist location and bears enormous costs associated with the improvement of order, security and cleanliness. These costs can significantly reduce real profits from tourism.</p> <p>Within this framework, an exercise on how to estimate the maximum throughput of the destination can be held.</p> <p>Refer to relevant <i>Port handbooks</i> Section 'Tourism and local attractions'.</p>		
				Subtotal	204

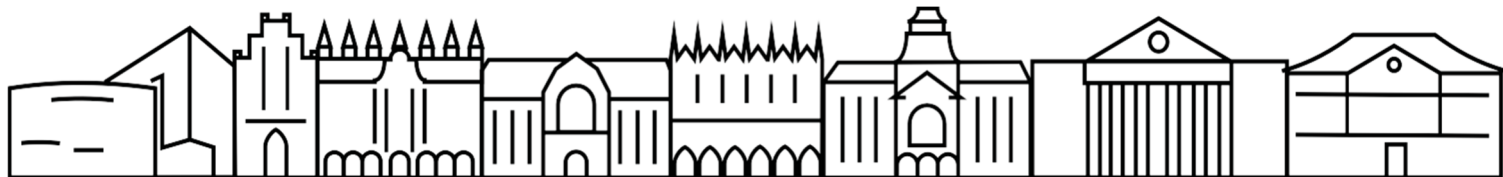
No	Topic	Targets	Detailed information and rationale	Method	Time in minutes
3.1.	Required infrastructure	Must-have	<p>Unlike trucks or buses, sea-going vessels are not standardized means of transportation - they can have different dimensions (particulars). The possibility of accommodating a cruise vessel shall be reviewed on a case-by-case basis and can change in time (due to low water level, for instance).</p> <p>This is done well in advance. Generally, the bigger port - the larger cruise ships it can accommodate. On the other hand, the smaller port - the cozier and more unique it appears to the tourists.</p> <p>Must keep in mind that fairway depth etc. are important,</p>	Presentation	15



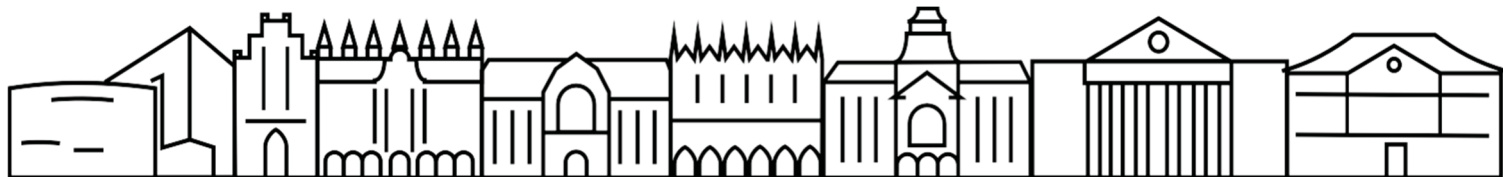
		<p>but also berths' dimensions. Not all berths can be used by passenger vessels for a variety of reasons, ranging from other ship's cargo operations through security concerns, facilities etc.</p> <p>Scope of service available in the case locations (Small Cruise European ports) is provided in <i>the Cruise Port Benchmark Study</i> - chapter 4&amp;5.</p>		
3.2.	Services	<p>For the cruiser's operation it is necessary to provide him with access to:</p> <ul style="list-style-type: none"> <li>✓ fresh water</li> <li>✓ supplies</li> <li>✓ electric energy</li> <li>✓ waste collection</li> <li>✓ sewage collection</li> </ul> <p>Some of these services may not always be necessary, but they should be made available.</p> <p>Refer to relevant <i>Port handbooks</i> Section 'Port Information'.</p>	Presentation	15
3.3.	Cleanliness and attractiveness	<p>The appearance of infrastructure for cruisers will play a very important role in building the impression that the port will have on tourists. Its location should be attractive, and the area should be clean and inviting - it should not be contaminated with dust, waste or noisy. From a passenger's point of view, it is best for the vessel to berth within an eyesight from town's centre, boulevard, main square etc.</p> <p>Keep in mind that even nowadays, although having a world map in their pockets, some people can still lose their bearings in a town they visit for the first time. It is therefore important to have a well-organised system of directions signs, city maps etc. placed around the town, not only at the major spots.</p>	Presentation	10



3.4.		Distance to points of interest	<p>The detailed chart with tourist information should be implemented. The charts must be fitted with standardized abbreviations, symbols and information as distances, times to reach each POI and time to visit.</p> <p>If a given point of interest cannot be reached by foot, a transportation shall be arranged. Is must be known in advance, who is coordinating this.</p>	Presentation	7
3.5.		ISPS-compliant	<p>ISPS Code principles shall be introduced to the participants. As a minimum, three levels shall be discussed in relation to their implementation circumstances and restrictions imposed under each.</p> <p><i>Preferably, this topic should be taught by a Port Facility Security Officer or a law enforcement officer.</i></p> <p>Refer to relevant <i>Port handbooks</i> Section 'Port Information', subsections 'Required ships' documents' and 'Important contacts'.</p>	Presentation	10
				Subtotal	57

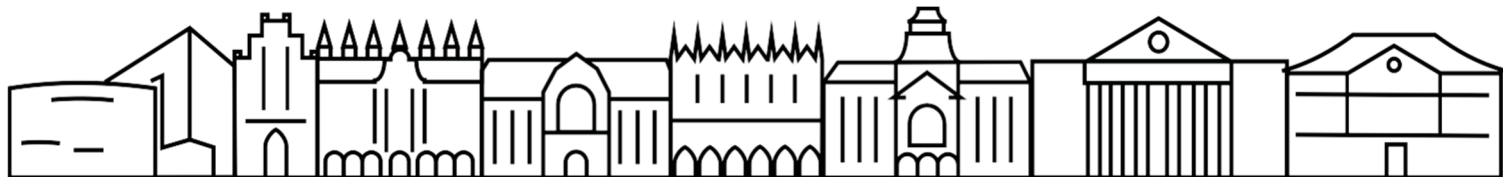


No	Topic	Targets	Detailed information and rationale	Method	Time in minutes
4.1.	Services to be provided	VTS	<p>Explain the role of Vessel Traffic Service - information gathered and distributed.</p> <p>Harbor Control and Information System</p>	Presentation	6
4.2.		Pilots	<p>Explain the role of maritime pilots as advisors to the captain. Use the opportunity to present a concept of a bridge team and explain the roles of its members.</p> <p>Ways of obtaining pilotage exemption certificates should be discussed as well as its benefits.</p>	Presentation	7
4.3.		Shipping agency	<p>Ships are operated by multinational crews that sometimes call a given port only once in years. Due to the remoteness of their work environment, they are usually unable to handle their business personally. Same applies to the shipping company management, normally located elsewhere than where the ship is calling.</p> <p>Due to the above, an agency is employed to handle the business locally. This may include official paperwork, arranging services, contacting other parties involved in the port call as well as serving as an emergency contact point.</p> <p>The agents usually have the largest understanding of ship-related business while she is moored, before and after.</p> <p>Refer to relevant <i>Port handbooks</i> Section 'Port Information'.</p>	Presentation	6
4.4.		Bureaucracy	<p>Due to the maritime trade's contribution to the global exchange of goods, there are some risks of misuse. Law enforcement services are in place to counteract it. Although their actions are sometimes regarded as unnecessary or even obstructive, there is a reason for that - our own safety.</p> <p>Although in most cases the officials understand their impact on the smoothness of port operations, some processes</p>	Presentation	7

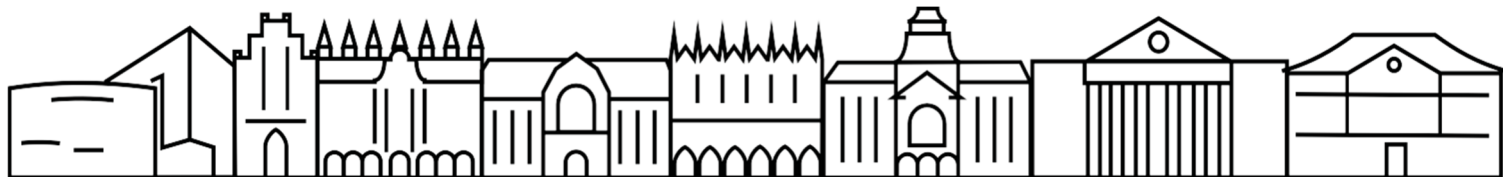




			cannot be speeded up as this might involve omission of potential threats and a resulting hazard. It is therefore a responsibility of ship's crew and shore-side personnel to prepare the vessel and her documents so as the formalities can be passed smoothly. Failure to do so may result in at least an unnecessary delay.		
4.5.		Ship chandlers	<p>Explain the role of a ship chandler.</p> <p>Within this topic, an exercise could be held, during which the participants are asked to make a requisition for ship's stores and provision as per a list provided and in accordance with a Marine Stores Guide or a similar tool. The purpose of such exercise is to familiarise participants with a complexity of ship's operations and a number of items required for it.</p> <p>Refer to relevant <i>Port handbooks</i> Section 'Port Information'.</p>	Presentation	30
4.6.		Bunkering	<p>Sea-going ships can use up to a hundred tons of fuel per day. The value changes depending on ship's size, speed, steaming time etc. Although the numbers are generally smaller for small cruise ships, the amount of fuel necessary for power generation remains significant. The fuel can be supplied in three ways:</p> <ul style="list-style-type: none"> <li>✓ from a bunker barge;</li> <li>✓ from trucks;</li> <li>✓ from shore-side bunkering system.</li> </ul> <p>There are several types of bunker fuel, just to name Heavy Fuel Oil (HFO), Marine Diesel Oil (MDO) and Liquefied Natural Gas (LNG). Because of environmental concerns, MDO and LNG gain wider acceptance despite their higher price. Regardless the fact, bunker fuel must meet strict quality requirement.</p> <p>The amount of fuel used daily requires significant on-board tanks for stowage. It also implies that even a slightest saving on a fuel unit (usually metric tonne) results in a</p>	Presentation	7

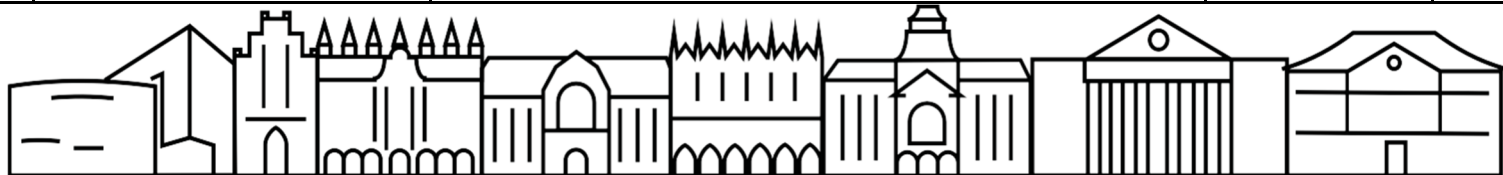


		<p>significant overall savings. Therefore, ship operators seek an opportunity to bunker at ports that offer as low price as possible, which is not always feasible due to operational reasons.</p> <p>A webpage with bunker oil prices can be shown to the participants to depict the pricing differences.</p> <p>Refer to relevant <i>Port handbooks</i> Section 'Port Information'.</p>		
4.7.	Environmental protection	<p>Within this topic, participants can be asked to construct a contact list under a Shipboard Marine Pollution Emergency Plan (SMPEP). The list shall include all organizations that can be helpful in the unlikely event of oil pollution from the ship. The purpose of the exercise is to familiarise the participants with the multitude of institutions, whose actions might be coordinated.</p> <p>Refer to relevant <i>Port handbooks</i> Section 'Port Information'.</p>	Presentation	15
4.8.	Medical care	<p>Explain that medical care is rarely available when at sea, especially on small cruise vessels. Crew members are trained in providing only a very basic assistance to sick or injured persons. The topic is particularly important in small cruise vessels' case, passengers of which are often in their 60s or older.</p> <p>Ways of obtaining medical assistance at sea should be briefly explained, including medical radio, rescue helicopters etc. Most frequent injuries should be listed.</p> <p>Emergency procedures shall be explained as a shore-side reaction to water-side contingencies. In particular, a necessity to arrange significant resources (ambulances, hospital equipment, staff) on a short notice and in reaction to ship's accident should be discussed.</p> <p>Different types of ship's accidents can be discussed on this opportunity with a focus on contingency planning: collision, grounding, fire, loss of stability etc. An example of ship's</p>	Presentation	15

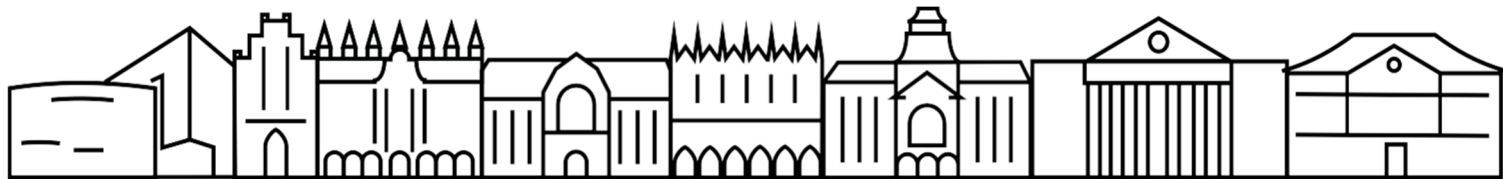


			emergency procedure can be presented to the participants and their potential roles discussed.  Refer to relevant <i>Port handbooks</i> Section 'Port Information'.		
4.9.		Operational services	Not only stores and provisions are required for the safe and efficient operations of a vessel, but also a variety of services. Since a passenger vessel is in principle a floating city, virtually all aspects of day-to-day life shall be covered, ranging from magnetic compass adjustment through lighting (both main and emergency) in the cabins.  An up-to-date version of Guide to Port Entry shall be presented to the participants. They shall be asked to review and check the information pertaining to their destinations. Suggestions (if any) shall be processed and sent to the publisher accordingly.  Refer to relevant <i>Port handbooks</i> Section 'Port Information'.	Presentation	18
				Subtotal	111

No.	Topic	Targets	Detailed information and rationale	Method	Time in minutes
5.1.	Smoothness of operations		It shall be underlined once again that the efficiency of the operations depends to a large extent on the information exchange. There will always be some problems, setbacks etc. and it is extremely important to handle them properly with a cooperation of all involved parties.	Presentation	7
5.2.	Safety and security		Explain the difference between safety and security. Safety always comes before security. Case studies of encountered problems with safety/security and ways they have been handled can be very helpful. Both good and bad examples of contingency actions should be evoked.  <i>Preferably, this part should be taught by a person trained</i>	Presentation	10



			<i>in HSE.</i> Refer to relevant <i>Port handbooks</i> Section 'Port Information'.		
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5.3.	What can go wrong?		<p>Sea is an unpredictable environment that can change rapidly. Ships' operations are affected not only by weather conditions but also by myriads of other factors. It must therefore be kept in mind that decisions made may be impossible to execute and a flexible approach shall be taken.</p> <p>Under Safety of Life at Sea convention, shipmaster's primary objective is to ensure the safety of the ship, her crew, passengers and cargo, irrespective of the order. But (s)he has also many other considerations that must be properly addressed, including the business pressure. The decisions made must always be optimal which means that they might be sub-optimal from some parties' point of view.</p> <p>Explain the role of a Designated Person Ashore.</p>	Presentation	15
				Subtotal	32
				<b>Total</b>	<b>422</b>
				<b>7h 02m</b>	



## Workshops approach

To better understand the targets and exchange experiences within the project, it is worth to carry out workshops/trainings.

In the attachment there is a proposal how to realize a waterside cruise port management workshop or training. Proposed targets to be discussed are:

- ✓ What are "must haves" to make a cruising company think about sending their vessel to certain port
- ✓ What is "must have" infrastructure and services
- ✓ How cooperation with service providers can be improved
- ✓ How overall smoothness can be improved
- ✓ What are safety and security hazards and what countermeasures can be undertaken
- ✓ How to prepare the ship's entrance to the port (agent, fuel, services etc.)
- ✓ The role of VTS and Harbor Control and Information system in the efficient service to the ship
- ✓ Actions taken to ensure that the ship has successfully docked to the berth (pilots, VTS etc.)
- ✓ MARPOL requirements
- ✓ What conditions should be met by port infrastructure to encourage cruisers to call

Above targets are suggestions only and trainer may include own targets basis on his experience and/or certain training requirements.

City ports aiming to attract SCS & their passengers need to optimize infrastructure and services. The workshops or trainings shall bring together relevant local actors with experts with specialized knowledge in relevant fields like ISPS, MARPOL, ... and cruise experts with vast knowledge and experience (Cruise Lines International Association CLIA, BA Europe, Cruise networks Cruise Baltic, Cruise Europe, ...) . This approach is valuable for trainings within JOHANN, but also beyond. Other destinations can also benefit from the knowledge and experience generated by the partners during the project - as they have learned from other successful cruise destinations and their teams outside the Southern Baltic Sea (e.g. during the Johann study visits to Norway (Kristiansand, Arendal) and Denmark (Fredericia, Aalborg).



The workshops are devoted to determining how to obtain information about the direction of infrastructure and services improvement and what steps can be taken to implement these.

## Waterside cruise management trainings in selected JOHANN destinations

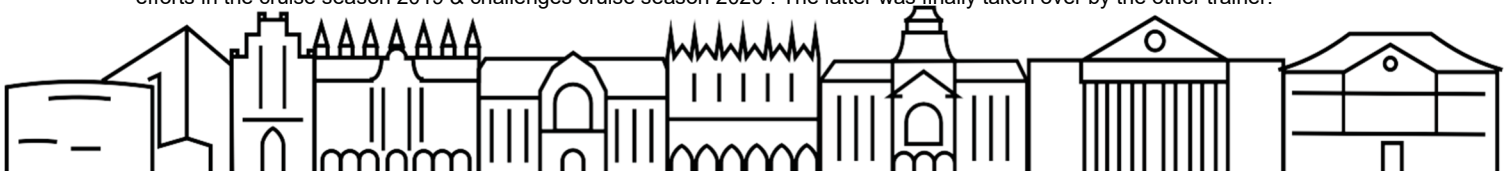
Basing on the above but considering the local needs JOHANN partner destinations developed their own training programmes.

Four trainings were carried out between October and November 2019 in Wismar, Sassnitz, Szczecin and Kalmar- and generally within the framework of local cruise interest group meetings or support groups (e.g. Interest Group Cruise Wismar, Ferry Cruise Network Rügen, Cruise Market Development Group Szczecin, Kalmar Cruise Practical Group). Participants were employees, representatives, decision makers from the following e.g. port authorities, port agencies, city administration, tourism business. The latter benefited from the concentrated expertise of the trainers involved, among others Port and Destination Planner Luis de Carvalho<sup>1</sup>, CEO Europe, Bermello Ajamil & Partners (for Kalmar); Helge Grammerstorf (Managing director Sea Consult and National Director Cruise Lines International Association CLIA Germany (for Wismar<sup>2</sup>), Kai-Uwe Maroß (Competence in Cruise and former Director Port Operations Carnival Maritime), practitioners Grzegorz Włoch, Polsteam Żegluga Szczecińska Polsteam or scientific staff. Furthermore, project partners brought in their knowledge from JOHANN (and partly JOHANNA) into local trainings. Depending on the region and its needs, different accents have been set in the trainings (e.g. handling of logistical challenges, dealing with with cruise criticism from the local population, develop the new cruise area in Sassnitz, creation of long term and sustainable structures etc.). First solutions have been developed and discussed according to local conditions. The next step should be to continue working on this.

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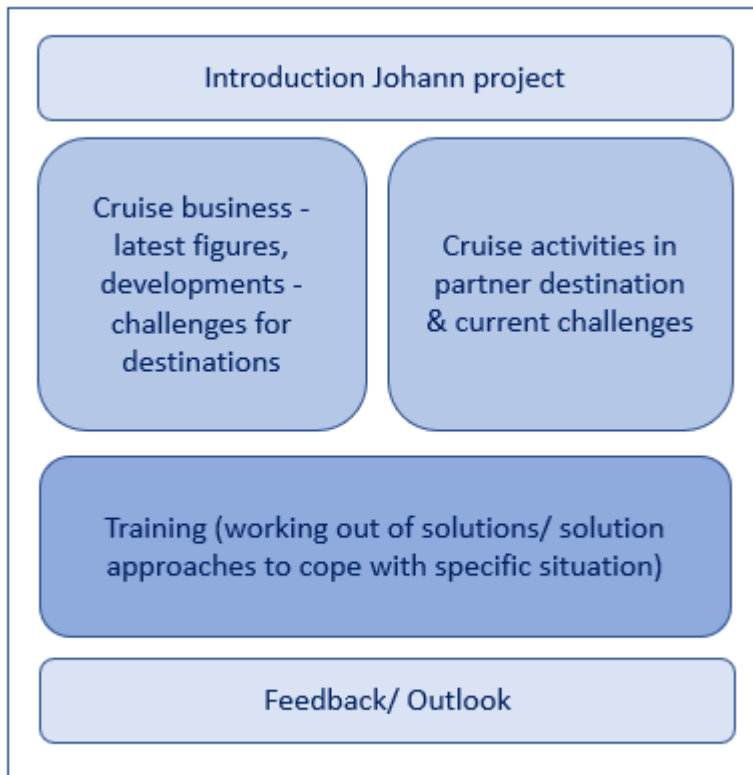
<sup>1</sup> The project partners have already benefited from their expertise on other occasions, for example in the context of the SCS market analysis or individual coaching of project partners or cruise staff regarding the further development and positioning in the cruise business.

<sup>2</sup> Besides Mr. Grammerstorf it was planned to engage Ms. Ulrike Leppin from the Port and Seaman's Office Rostock as trainer. The nautical officer on duty (area of dangerous goods and environment) for workshop 2: "Stress on the quay wall: Logistical efforts in the cruise season 2019 & challenges cruise season 2020". The latter was finally taken over by the other trainer.





**Picture 2:** Training patterns



## Further reading

For further reading we recommend reading the project publications available at Johann project website <http://www.smallships.eu>

For further questions, please do not hesitate to contact our project management team (section “contacts”). We will bring you together with the right project partners.



## ANNEX

Cruise port management -waterside training programme

(Proposal for JOHANN cruise destinations & those aiming to attract small cruise ships and their passengers)



