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Lordstone Corporation

MaritimeExecutiveSearch^{International, Inc.}

Navigating Clients Through the Challenges of Locating, Assessing and Hiring the Right Leadership

OPPORTUNITY PROFILE

Vice President of Marine Operations



ROYAL CARIBBEAN CRUISES Ltd. Miami, Florida

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Executive Search and Selection
Executive Assessments
Interim Executives/Consultants

INTRODUCTION

The following pages describe an excellent opportunity for an experienced executive in the maritime industry who would find purpose and fulfillment in leading the marine operations of one of the world's most prominent cruise lines.

By documenting our findings in the enclosed profile, we hope to elicit positive responses from eligible candidates or referrals to qualified individuals. We trust the following pages will achieve this goal and would welcome the opportunity to talk with someone you know who meets most or all of the requirements described in this profile. As to how they can expect to be treated:

1. **They can be assured of complete confidentiality on our part.** Any information shared with us will only be shared with our client.
2. **We treat everyone the way we would want to be treated if our positions were reversed.** This practically translates into doing what we say we are going to do in a timely manner, promptly returning phone calls, and providing frequent and honest feedback to both candidates and clients.

As to our veracity in adhering to the above-mentioned points, we invite all interested parties to "check us out" by contacting anyone we have done business with. You'll find we are unusual in that we would much rather conduct a handful of searches each year in an exceptional manner than execute many in an average or mediocre manner. Why? Because we feel it's not only our mission but our calling; to perform the most professional, highly ethical executive search consulting, resulting in the long-term benefit of our clients and candidates alike.

Thanks again for reviewing the following profile. We appreciate your interest.

Jeffrey R Ketchum
President & CEO
Maritime Executive Search International, Inc.
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THE OPPORTUNITY

Royal Caribbean Cruises Ltd. is seeking a Vice President of Marine Operations for its Royal Caribbean International and Azamara Club Cruise brands. This is an excellent opportunity for a proven marine industry leader to have a high level of impact within a \$7 billion dollar company.

This VP will develop and implement long-term strategic plans that will help Royal Caribbean International continue to expand globally as one of the world's premier cruise companies. The person in this position will play a critical role in developing the strategic direction of the organization and will act as a strong right hand to the Executive Vice President of Operations, Lisa Lutoff-Perlo.

As an accomplished, passionate, and mature leader with a strategic mind, this person will have a unique opportunity to develop and promote a culture of safety, innovation, and performance. They will have the ability to drive change and will act as a link between the company's operations at sea and its corporate operations on shore.

This opportunity is well suited for an experienced professional with the ability and drive to envision an operations plan from five to fifteen years down the line. The right candidate will have experience leading change and will value the opportunity to refocus an organization.

Many reasons may drive an experienced leader to explore this opportunity, including:

- RCCL is a cruise industry pioneer. They are a company focused on innovation and will provide a candidate with a forum to present creative solutions and drive change within a collaborative environment.
- This position is highly visible within the company, with all eyes focused on the operational challenges of the business. As such, this role will provide the venue by which a performance oriented individual can have a tremendous impact on a leading company. The resulting performance could provide further opportunities for career growth within RCCL.
- Perhaps you have previously led operational change and refocused an organization. However, you may now find yourself within a company that stifles ideas for change and that is content with a status quo. As such, this could provide you with the excitement of a new challenge within an outstanding company.
- The position is located in Miami, Florida, a major global center for culture, media, entertainment, fashion, the arts, and education.

The right candidate will be attracted to the company, the location, the leadership, the position and its inherent challenges.

THE COMPANY

Royal Caribbean Cruise Lines, a Norwegian-American company founded in 1968, merged with Celebrity Cruises in 1997. As a result, Royal Caribbean was re-branded Royal Caribbean International, and the parent company, Royal Caribbean Cruises Ltd. was established. The company is now comprised of the brands Royal Caribbean International, Celebrity Cruises, Azamara Club Cruises, Pullmantur, and CDF Croisières de France.

As the world's second largest cruise company, Royal Caribbean Cruises Ltd. operates 40 ships with a passenger capacity of nearly 100,000. Royal Caribbean ships call on nearly 500 destinations spanning all seven continents. Royal Caribbean International itself operates 22 ships with an aggregate capacity of over 60,000 berths. The company plans to introduce three more ships by the end of 2015.

Headquartered in Miami, Florida, Royal Caribbean is a publically held, \$7 billion company, employing over 60,000 people. Formerly serving a mostly American guest base, Royal Caribbean now operates cruises all over the world, serving guests from a wide variety of countries. The company continues to expand its selection of destinations across the globe.

With a primary focus on exceptional safety exceeding compliance, Royal Caribbean International also prides itself on excellent service. The company pioneered the vacation cruise industry and remains a top competitor by offering a wide variety of trip itineraries and destinations. Royal Caribbean ships carry passengers not only throughout the Caribbean, Bermuda, and the Bahamas, but also on trans-Atlantic voyages and to locations throughout North and South America, Europe, Dubai, Australia, New Zealand, and Asia Pacific. With additional ships joining the fleet in the near future, the company plans to continue offering guests services to new destinations spanning the globe.

Royal Caribbean focuses on building a fleet of top quality, state of the art ships, while continually developing shipboard services and amenities that will attract new guests and create loyal repeat guests of all demographics. Ongoing fleet revitalization projects add state of the art technologies and favorite guest attractions to existing ships within the fleet.

Cruising, as a major sector of North American vacation market, has more recently become a major sector of the European market and is gaining traction throughout other global vacation markets. Industry data indicates that a significant percentage of cruise guests are first-time cruisers. With a reputation in the cruising industry for building and operating the best ships and having the best practices, Royal Caribbean believes that this data represents an opportunity for long-term growth and profitability.

THE POSITION

The Vice President of Marine Operations is responsible for the safe management and daily operation of the fleet for both the Royal Caribbean International and Azamara Club Cruises brands. The successful candidate will put a primary focus on safety and will be responsible for short and long term strategy, all aspects of marine operations, the development and management of marine executives, financial oversight, and will act as a company spokesperson for media events when necessary.

This person will be a strong leader of shipboard officers and employees and will act as their representative and link to shore side operations. He or she will be a strategist and a visionary and will be cognizant of big picture issues. The mission of the VP of operations is to cultivate and advance a culture of safety, performance, and accountability among all fleet personnel and to bring about greater awareness of the marine operations agenda throughout the corporation.

A primary focus of this role will be to develop and implement safety policies and procedures that exceed compliance in all facets of marine operations throughout the organization. This person will manage, coordinate, and oversee all fleet operational needs, systems, maintenance and support, while ensuring that the company is migrating toward new technologies and higher efficiency. He or she will be responsible for the development and evaluation of a talent pool of senior shipboard officers and will act as a link between employees at sea and company executives on shore. This person will be knowledgeable and well educated with the business acumen necessary to develop and execute a marine operations budget with often many conflicting priorities. The role will be filled by a strong leader who can safeguard against any sign of complacency, maintain and improve vision, and ensure a high degree of accountability.

The Vice President of Marine Operations will report directly to the Executive Vice President of Operations and will show demonstrated capabilities in the following competencies:

- **Strategic Leadership:** Provides leadership and support for shipboard operations. Develops and directs the management of the Royal Caribbean International and Azamara Club Cruises fleets to ensure safety, cost efficiency, and successful operation.
- **Thinks and Acts Globally:** Consistently searches for new markets and growth opportunities and remains on top of emerging industry trends.
- **Leads with Passion, Drive, and Energy:** Promotes a culture of innovation and personally emulates the pride, passion, and commitment that permeate Royal Caribbean International.
- **Attracts and Develops Talent:** Motivates employees and oversees a strategic talent process of attracting and selecting strong and diverse team members.
- **Collaboration:** Interacts effectively with other leaders in different roles within the organization.
- **Accountability:** Drives for results in a complex environment while understanding the stakes. Ensures timely decisions are made and executes them accordingly.

The successful candidate will be a strong communicator and a proven leader with high energy, passion, and confidence. This person will be strategically minded and will develop and execute a vision for the safe and successful operations of the Royal Caribbean and Azamara brands that will allow them to grow in the long-term. The main challenge of the role will be planning and leading the organization in a highly strategic manner while executing on complex, critical, and time-sensitive operational issues that often have competing agendas for resources.

QUALIFICATIONS REQUIRED

As Vice President of Marine Operations, the successful candidate will fulfill the demands inherent with running a fleet of up to 24 ships, accommodating roughly 60,000 passengers. Candidates for this role must have proven success as a senior executive in a global organization. The chosen candidate will have excellent leadership and communications skills combined with extensive knowledge of shipboard operations and the marine industry. This candidate will be able to prioritize while always maintaining safety as the number one target.

The candidate should have a proven track record as an exceptional hands-on leader with shipboard experience and will have technical understanding and accomplishments beyond merely sitting at a desk. This person will be passionate with high levels of energy and a strong personality ready to take the lead. The Vice President of Marine Operations will have the ability to implement productive change.

The successful candidate will have the ability and willingness to spend time aboard the ships and understand the technical aspects of marine operations while also connecting to senior executives at the corporate level. This person will act as a liaison between operations at sea and operations on shore, will be capable of working with people from a variety of nationalities, and will, when necessary, represent the company to the media as a spokesperson.

The right candidate for this position will not think of problem solving merely in the short term, but must have a strategic mindset with a vision of the company's future years down the road. He or she will possess financial business acumen and will have the ability to build strong teams and develop talent from within the organization.

THE LOCATION

Miami, Florida is an energetic global business center that is home to more than 1,500 multinational companies. The city is a world-class cultural hub with world-class entertainment, fashion, and performing and visual arts scenes. With two level I research universities and the fourth largest school system in America, Miami boasts a top educational community as well.

More than 400,000 people call Miami home. The city has been ranked consistently among the nation's cleanest, and is one of the most exciting and enjoyable communities in the world. With a new urban downtown, beautiful beachfront, upscale suburbs, and more rural Oceanside living, the Greater Miami area has something for everyone.

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CONTACT INFORMATION

Maritime Executive Search International, Inc., a division of Lordstone Corporation, is a decade old management consulting firm specializing in retained executive search & selection. We assist major shipping companies, ship owners, boat builders/shipyards, equipment suppliers and marine engineering/architecture firms, when locating, selecting and hiring talented leadership is of critical importance.

Our mission is to perform the most professional, highly ethical executive search consulting, which results in the creation of long-term value for our clients.

We fully respect the need for confidentiality of information supplied by interested parties. For further information, please contact:



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