Hello,

Last month, I attended CLIA’s Port & Destination Summit in beautiful Tenerife, Spain, where I had the opportunity to meet with many of our CLIA Executive Partners and Cruise Line Members. From one-on-one networking sessions to in-depth panel discussions, our members had the chance to learn from one another and share best practices.

I am excited to see these meaningful conversations continue at our Executive Partner Summit in Florida this November. The program has evolved for 2016, and combines both CLIA’s Technical & Regulatory and Port & Destination Forums into two full days of learning.

Finally, I am happy to announce that we have started enrollment for the 2017 Executive Partner Program, which has been enhanced with a number of new benefits and opportunities to maximize your engagement. There will be more information on the new program in next month’s issue, but for now, you can visit the website for details.

I look forward to seeing many of you in Florida, and thank you for your continued support and engagement.

Best,

Marla Phaneuf

Vice President, Strategic Partnerships
THREE KEY LEARNINGS FROM THE PORT & DESTINATION SUMMIT

Last month, CLIA hosted its third annual Port & Destination Summit in Santa Cruz, Tenerife, which brought together 225 delegates from the global cruise industry. The Port & Destination Summit featured networking opportunities and open dialogue on topics of crucial importance to port authorities, port agencies, tourism organizations, destination management companies and cruise lines.

Here are three key takeaways from the event:

1. **The Future of Port Operations** – The challenge cruise ports face today is the need to become more productive in order to increase their share of the expanding cruise market. The average size of a cruise ship has steadily increased in the past 5-10 years, and as a result, ports need to deal with many more and larger cruise ships than in the past. By expanding and upgrading port infrastructure, it gives the cruise lines more flexibility to develop new, more appealing itineraries.

2. **Flexibility is Key** – Recent events around the world involving geopolitical and humanitarian factors have presented challenges for the industry. However, the cruise industry is flexible, and ports and cruise lines must work together to adjust deployments and adapt to every-changing environments. Cruise lines work closely with security experts and authorities to constantly re-assess their itineraries.

3. **Itinerary Planning Best Practices** – Through the popular and interactive Itinerary Planning Workshop, participants learned the importance of taking into account evolving ship technology, increasingly larger ships, better fuel efficiency and greater stewardship of the environment.

More than 45 cruise line executives attended the full day of networking, one-to-one meetings, and high level discussions and debate. For more information, please [click here](#).
Please describe your position and role in the cruise industry.

Newly created role as Chief Procurement Officer at Carnival Corporation with role of leveraging scale across 10 brands.

Please describe a contribution you or your company has made to the cruise industry that you are proud of.

Since joining the company in a newly created area, I have been proud of the level to which we have partnered with the different brands to drive value in several key areas of sourcing, including food, media, IT, technical and shore excursions that have directly impacted the brand’s bottom line.

How long have you been in the cruise industry, and what other roles/positions have you held?

I joined the cruise industry in April of 2015. Prior to joining Carnival, I was in the Fast Moving Consumer Goods industry for the more than 25 years in strategic sourcing. I started my career at Procter & Gamble and was with them for 10 years, then had a variety of sourcing roles of increasing responsibility at Diageo and Gillette. I became a Chief Procurement Officer at Clorox in 2005, Kraft in 2008 where I led the split from a sourcing standpoint into two companies and then became the CPO of Mondelez International in 2012 prior to joining Carnival Corporation.

Name a “highlight” in your career.

A highlight in my career was being the CPO during the time that Kraft Foods decided to split into two publicly traded companies and managing the splitting of over 5,000 contracts and systems without dis-synergy to either company, as well as hiring my replacement and building the new organization prior to moving to a “new to the world” company- Mondelez International, which was spun-off from Kraft Foods.

What is the biggest challenge in the cruise industry as it relates to your sector and how would you address it?

The sheer complexity of this industry is the biggest challenge but also the biggest opportunity. We spend billions of dollars in goods and services and operate in over 700 ports globally, moving millions of people every year and thousands every week. Ensuring that all goods and services are strategically sourced in a way that ensures great quality, service and competitive advantage to ensure every single guest’s expectations are exceeded when they sail with us is the key challenge, but one that we are definitely up for!
On September 13 and 14, CLIA Global convened a first-of-its-kind Air Emissions Workshop at the International Maritime Organization (IMO) offices in London. CLIA organized the workshop to facilitate transparent discussions about challenges and opportunities, industry efforts to meet and exceed regulatory requirements, and future regulatory trends related to SOx, NOx, and particulate matter, including Black Carbon.

Bud Darr, CLIA’s Senior Vice President of Technical and Regulatory Affairs, and Donnie Brown, CLIA’s Environmental and Health Director, moderated panel sessions with a diverse group of maritime industry association representatives, IMO Member States, environmental Non-Governmental Organizations (NGOs), Cruise Line Members and Executive Partners. Key topics of conversation included:

• Challenges that regulators, businesses and NGOs face when identifying ways to reduce maritime air emissions.

• Fuel availability, the viability of a 0.5 percent sulfur emissions cap date of 2020, and the investment risks associated with innovative technology solutions for new and existing ships.

• Perspectives from both the industry and environmental NGOs, an in-depth examination of LNG as an alternative fuel and innovative technology solutions for NOx, SOx and particulate matter, including advances in marine engines, selective catalytic reduction (SCR) technology and exhaust gas cleaning systems.

This Workshop was the first time that NGOs, the cruise industry and other maritime stakeholders met to openly share ideas; this approach was especially timely in addressing recent criticism and misperceptions about industry air emissions.

CLIA HOSTS WORKSHOP WITH FCCA AT THEIR ANNUAL CRUISE CONFERENCE

Bud Darr, CLIA’s Senior Vice President of Technical and Regulatory Affairs, spoke at the 23rd Annual FCCA Conference and Trade Show in San Juan, Puerto Rico, on September 26-29, where he sat on the Safety and Security Best Practices and Crisis Management Workshop panel.

The workshop reviewed best practices for safety and security measures involving ports and destinations, and panelists discussed examples of successful initiatives and exchanged ideas on how to improve and set forth protocols from individual and agency level to all-encompassing plans. Panelists also conversed about how to best deal with crisis management, including how to form a plan that includes: how to provide housing and evacuation procedures, how to handle public relations and how to communicate with local partners.

Media coverage of cruise ship health issues, including the stomach bug, can often be misleading.
EXECUTIVE PARTNER SUMMIT: WHAT NOT TO MISS

Time’s running out to register for CLIA’s annual Executive Partner Summit, taking place November 14-15, 2016, in Doral, Florida (12 miles outside of downtown Miami).

Port & Destination Summit
This summit offers a full day of targeted access and engagement to CLIA’s Port & Destination Community to forge closer links with Cruise Line Executives from the areas of port operations, port development, shore excursions and itinerary planning.

Fireside Chats
Join CLIA President and CEO, Cindy D’Aoust, for two intimate chats with Adam M. Goldstein, CLIA Chairman and President & COO, Royal Caribbean Cruises Ltd. and Arnold Donald, President & CEO, Carnival Corporation & plc.

Technical & Regulatory Forum
From sessions ranging from energy efficiency and carbon reduction practices to how to prepare and respond to infectious diseases, the forum has the latest within the technical and regulatory industry.

Procurement Panel
New for this year, attendees will hear from Cruise Line Executives on tips and tools about how suppliers can work with cruise lines. Panelists include:

- Mike Jones, Chief Supply Chain Officer, Royal Caribbean Cruises Ltd.
- Scott Neidhold, Vice President, Strategic Technical Sourcing, Carnival Corporation & plc
- Frits van der Werff, Corporate Director, F&B and Hotel Operations, MSC Cruises

President’s Panel
Hear from leaders from some of the top cruise lines in the world as each brand president highlights how the cruise industry has evolved and where it’s going. Panelists include:

- Christine Duffy, President, Carnival Cruise Line
- Roberto Fusaro, President and CEO, MSC Cruises USA, Inc.
- Edie Rodriguez, President & CEO, Crystal Cruises
- Andy Stuart, President & COO, Norwegian Cruise Line

To learn more and to register, please visit [http://www.cruising.org/about-the-industry/events/2015/10/30/clia-executive-partner-summit](http://www.cruising.org/about-the-industry/events/2015/10/30/clia-executive-partner-summit).
UPCOMING GLOBAL EVENTS

CLIA Europe Annual Dinner
21 November 2016
Madrid, Spain
Click Here

CLIA UK & Ireland Annual Dinner
13 December 2016
Berkshire, England
Click Here

Seatrade Cruise Global
13-16 March 2017
Fort Lauderdale, FL
Click Here

Cruise360
18-24 April 2017
Fort Lauderdale, FL
Click Here

WHAT’S NEW AT CLIA

CLIA Welcomes Martyn Griffiths
Martyn joins the CLIA Europe team as the Director, Public Affairs. In his role, Martyn will lead the day-to-day public affairs and issues management priorities in Europe. He will also serve as the CLIA Crisis response leader in Europe.

CLIA Welcomes Two New Regional Cruise Line Members
Earlier this year, CLIA announced the addition of two new Regional Cruise Line Members – French America Line, America’s premium river cruise tour, and Pandaw River Expeditions, specially-designed luxury small ship river cruises in Asia.

The Port of Poole & More Than a Tour announce a new strategic partnership at the CLIA Port & Destination Summit
An exciting new strategic partnership was announced at the CLIA Port & Destination Summit in Tenerife. The Port of Poole and More Than a Tour, a UK based specialist tour operator, will link the cruise lines, Port, Tour Operator and local Destination Partnerships in what will be seen as a significant new approach to shorex in the UK.
**Takeda Pharmaceuticals U.S.A., Inc.**

Takeda Pharmaceuticals U.S.A., Inc. is a wholly owned subsidiary of Takeda Pharmaceutical Company Limited. Founded in 1988 to accelerate Takeda’s expansion into the American marketplace, Takeda Pharmaceuticals is now one of the top 15 pharmaceutical companies in the United States. Clinical development activities are conducted via Takeda Development Center Americas, Inc., which has a robust pipeline of compounds in multiple therapeutic areas including metabolic and cardiovascular diseases, central nervous system, respiratory and immunology, oncology and general medicine. While experiencing substantial growth in the pharmaceutical industry, Takeda Pharmaceutical remains committed to ensuring better health through innovation in medicine.

**Trimline Ltd.**

Trimline Ltd. seeks to create world class marine interiors through a combination of innovative and traditional design touches. In business for more than 50 years, Trimline is the longest established interior refitter in the industry, continually earning respect and accolades from across the industry. During Trimline's 51 years of professional work, the company has worked on a variety of projects ranging in scale and design - offering them a unique perspective on the variables of the maritime design space. As self proclaimed perfectionists, clients of Trimline can be assured an exemplary maritime design product.

**Metro Cruise Services**

Metro Cruise is an all-inclusive cruise services expert managing the needs of cruise ships nationwide.

Metro Cruise is recognized for its rich history of excellence in the cruise industry. Our focus on quality and innovation has raised the bar for the level of service delivered today. We are a nationwide, all-inclusive service provider for cruise terminal management, stevedore services, ship’s agency, shore excursions and ground guest services.

Our service commitment is to uphold our exceptional reputation and remain steadfast to the core values of integrity and execution that our company was built upon.

**Intercruises Shoreside & Port Services**

Intercruises is an experienced global business offering turnaround, shore excursion, port agency and hotel services to the ocean and river cruise industry. Cruise specialist teams handle all vessel, guest and crew needs, before, during and after a ship’s time in port.

A leading provider of shoreside & port services, Intercruises coordinates over 12,000 calls annually from its +100 local offices across +60 countries, encompassing more than 400 ports worldwide – providing a reliable and consistent service, regardless of location, scope or circumstances.

Visit us today at www.intercruises.com
PARTNER NEWS

Port of Kirkwall (Orkney)
Busiest Season On Record For Cruise In Orkney

Mercy Ships
Mercy Ships News Updates

Singapore Tourism Board
Singapore lauded as top cruise destination once again

Amadeus
easyJet and Amadeus continue longstanding partnership

Lufthansa Industry Solutions
Data empower economy

Marriott International/Starwood Hotels & Resorts
The Ritz-Carlton, Macau to Host The Ritz-Carlton Fifth Annual Asia Pacific Food & Wine Festival

Qatar Airways
Helsinki Greets First Qatar Airways Flight With A Warm Welcome

Fincantieri
Fincantieri: Agreement For The First New Chinese Cruise Ships

Intercruises
Intercruises Wins Innovative Shorex Award at Seatrade Cruise Med 2016

Wärtsilä
Unique Dynamic Lighting system by Wärtsilä Funa creates a special look for Dream Cruise's stunning new cruise ship

Emirates
Emirates To Launch New Daily Service to Fort Lauderdale