Lisa Lutoff-Perlo

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VISIONARY, TRANSFORMATIVE GLOBAL EXECUTIVE

Award-winning global executive, board director, advisor, speaker, author, and former President & CEO with nearly four decades of leadership experience leading complex multinational organizations across hospitality, travel, and tourism. Widely recognized for transforming brands, accelerating growth, driving innovation, and building high-performing teams that deliver exceptional customer experiences, historic financial performance, and lasting shareholder value. Today, she brings that experience to boardrooms, leadership teams, and audiences worldwide as a trusted advisor, sought-after speaker, and thought leader on leadership, growth, culture, and transformation.

- Industry Changemaker
- Transforms Financial Performance
- Inspiring and Courageous Leader
- Visionary Strategist
- Reimagines Brand Positioning & Customer Experience
- Builds High-Performing Teams
- Disruptive Thinker & Innovator
- Develops and Drives Digital Commerce and Operational Excellence
- Champions Diversity & Inclusion

Current Board/Advisory Roles

AutoNation
Member of the Board of Directors 2020 - Present

Audit and Compensation Committee member of this Fortune 500 and S&P 500 company.

Amerant Bank
Member of the Board of Directors 2025 - Present

Audit Committee member and Chair of Nominating and Governance Committee

On the Ball
Vice Chairwoman of the board 2026 - Present

Career Highlights

CELEBRITY CRUISES
President & CEO December 2014 – April 2023

Growth & Profitability

Led Celebrity to historic revenue, operating income and EBITDA levels in brand history. Post-pandemic returned business performance to within historical ranges in the first full year of operation.

- Delivered double-digit yield growth through bold pricing strategies and demand generation.
- Improved EBITDA by high double digits.
- Directed capital investment of ~$5 billion with the expansion of the Celebrity Cruises fleet representing future capacity growth of over 70%.
- Secured over $500M in capex to modernize the entire fleet.
- Introduced Celebrity Edge to financial results that outperformed the business case by 40%.
- In June 2021, Celebrity Edge led the entire industry back into service as the first ship to receive approval to sail from a U.S. port. Returned the entire fleet of 15 ships to operation within one year, including launching two new ships. Within one year, Celebrity returned to record op income and revenue performance.

Vision & Innovation

Transformed industry and brand by reimagining the modern cruise experience, innovating cruise ship design and repositioning the brand as "relaxed luxury resorts at sea," setting the future course for the company, ship design, and hospitality at sea.

- Concepted, developed and globally launched the "transformative and game-changing" new Edge Series of ships, to worldwide acclaim, increased brand awareness and high-profile recognition including TIME Magazine's "World's Greatest Places," Conde Nast Traveler's "Hot List" and Travel and Leisure's "World's Best" awards.
- Leveraged the successful launch of Edge Series to secure $530 million capex investment to modernize the existing Celebrity fleet of nine ships to reflect the new Edge Series design, significantly increasing fleetwide profitability.
- Drove development of the first ship designed exclusively for the Galapagos Islands, Celebrity Flora, using advanced propulsion and innovative hull design to be the first and most energy-efficient ship ever purposefully built for this fragile eco-system.
- Forged industry-first strategic partnerships with world renowned brands and designers, including American Ballet Theater, Daniel Boulud, Nate Berkus, Kelly Hoppen, Patricia Urquiola, Tom Wright and Jouin Manku, among others.
- Established first cruise industry partnership with Forbes Travel Guide to "verify luxury" for Celebrity Cruises, further solidifying the 'relaxed luxury' brand positioning and ultimately leading to Celebrity ships earning the industry's first-ever coveted star-rating.
- Led design and development of the first ever Celebrity Cruises-branded terminal, Port Everglades' Terminal 25, which included the first use of facial recognition technology for boarding and departing a ship.
- Recognized by Fast Company as one of the ten Most Innovative Company Travel companies (2018).

Brand Building

Transformed and reinvented Celebrity by redefining the competition and the customer, and developing a new brand positioning and pricing strategy. Aggressively increased brand marketing investment to build brand strength and create quality demand to meet significant growth. This accelerated investment and strengthened brand messaging positioned Celebrity for unprecedented growth within an affluent audience of experience-minded travelers.

- Repositioned Celebrity by creating a unique category of one and used this brand positioning between premium and luxury to implement the first all-included pricing strategy for a luxury at scale brand appealing to and targeting the psychographic target of 63M affluent consumers.
- Provided strategic oversight for the performance-driven investment in global marketing activities for Edge Series launch, a to rapidly increase demand and source and convert hundreds of thousands of new guests.
- Initiated a data-driven culture, utilizing intelligent and dynamic data analytics framework to measure and model brand media investment, leading to more efficient and effective marketing activities at scale.

- Leveraged intelligent data analytics and technology to deliver one-on-one guest experiences, technical solutions, mobile experiences, and stateroom automation.
- Relaunched Celebrity Cruises' digital platform as an integrated ecommerce platform generating 600% increase in year-over-year revenue; optimized other direct-to-consumer channels including vibrant social media channels, content integrations and influencer strategy, leading to record direct booking levels, driving conversation volume and earning 91% positive online brand sentiment.

Global Marine Oversight

Led global oversight of not only Celebrity Cruises, sailing to all seven continents and more than 300 destinations, but also the first industry consolidated Global Marine Organization. These responsibilities expanded executive oversight and involvement to many countries and brands. The Global Marine Organization is responsible for the safe, reliable, and efficient operation of the corporation's five brands of more than 60 ships, representing over $30B in assets.

- Established the industry's first Consolidated Global Marine Organization (GMO) for Royal Caribbean Cruises Ltd and led the organization from inception in 2016.
- Oversaw $220M annual capex investment across corporate brands for energy projects to achieve greater fuel efficiency resulting in significant consumption reduction, cost savings and the reduction of CO2 emissions.
- Managed technical and hotel refurbishment projects for all corporate brands enabling efficient project management, significant cost savings and the ability to implement best practices.
- Leveraged economies of scale to gain significant cost avoidance, operating efficiencies, fuel consumption reduction, conditional maintenance improvements and operational synergies across the global fleet.
- Led the Celebrity brand's global business of which 30% of guests and revenues are sourced from outside of North America.
- Oversaw Celebrity's deployment expansion, which included working with government entities, officials, and maritime leaders worldwide.

Transformational & Purposeful Leadership

Known as a bold, decisive, inspiring, courageous, and visionary leader. Builds and inspires teams to deliver operational excellence resulting in superior guest experiences, exceptional shareholder value and historic guest and employee engagement scores. Catalyzed diversity and inclusion in the 200-year-old maritime industry and defined and inspired a foundation of purpose to differentiate the brand.

- Led a globally diverse workforce of ~20,000 employees through unprecedented disruption, retaining 97% of shipboard team members post pandemic.
- Increased already historic employee engagement scores to 90%.
- Strengthened the onboard guest experience resulting in industry leading net promoter scores.
- First ocean cruise line to earn the prestigious Forbes Travel Guide Star Awards.
- Appointed the first American woman to Captain a cruise ship, who was also the first female Captain for Celebrity; the first Ecuadorian woman Captain in the Galapagos; and hired the first African woman to ever work on the bridge of a cruise ship.
- Increased percentage of women on the bridge from 3% to 32% in seven years, far exceeding the maritime industry average of 2%.
- Formalized accreditation with the World Maritime Organization to recognize Ghana's Regional Maritime Academy, finally opening the door for West Africans seeking Maritime careers.
- Orchestrated unprecedented partnership with Nobel Laureate Malala Yousafzai and The Malala Fund to advocate for girl's education worldwide, naming Malala as Celebrity Edge Godmother.
- Oversight of Celebrity's contribution to corporate sustainability and environmental practices and was the first cruise line to reduce 90% of all guest single-use plastics.

2026 FIFA World Cup Miami Host Committee Nov 2023– Dec 2024
CEO & President

- Provided dynamic leadership and strategic vision for the Host Committee, guiding the planning and implementation of World Cup-related activities and ensuring alignment with FIFA's global standards and objectives.
- Cultivated and maintained strong relationships with key stakeholders, including FIFA officials, local government agencies, corporate sponsors, community leaders, and media partners.
- Oversaw all aspects of event preparation and execution, including venue management, security, logistics, and volunteer coordination, ensuring a seamless experience for teams, fans, and officials.
- Developed and implemented comprehensive strategic plans, budgets, and operational strategies to achieve key milestones and deliver a world-class tournament experience.
- Acted as the primary spokesperson for the Host Committee, managing public relations efforts, media communications, and community outreach to promote the event and foster a positive image of Miami as a host city.
- Oversaw the financial planning and budgeting processes, ensuring efficient use of resources, financial accountability, and adherence to financial targets and reporting requirements.
- Built, led, and inspired a high-performing team, fostering a collaborative environment and ensuring effective performance management and professional development.
- Identified and mitigated potential risks and challenges associated with the event, implementing proactive measures to address issues and ensure operational continuity.

ROYAL CARIBBEAN GROUP May 1985 – April 2024
Vice Chairman, External Affairs May 2023 – April 2024

Led broad strategic initiatives and built relationships with industry organizations and key external stakeholders to further raise the profile and reputation of one of the world's leading cruise lines operating more than 60 ships around the world.

ROYAL CARIBBEAN INTERNATIONAL, RCL
Executive Vice President, Operations 2012 – 2014

Led critical areas of nautical, technical and hotel operations for a global fleet of 22 ships with more than 42,000 employees. Achieved highest-ever guest satisfaction and onboard revenue results during tenure.

- Oversaw more than $2B in operating expense, generated more than $1.5B in onboard revenues.
- Led all aspects of guest experience including hotel services, entertainment and onboard activities, onboard revenue areas and food and beverage operations.
- Oversaw all land-based operations, covering turnaround and ports of call for all brands in the fleet from 2012-2013.
- Led Marine and Technical Operations.

CELEBRITY CRUISES
Senior Vice President, Hotel Operations 2007 - 2012

- Launched the widely heralded Solstice Series, among the most awarded cruise ships in the industry and the turning point for Celebrity's luxury brand positioning.
- Led a team of 11,000 global employees, responsible for hotel operating costs of $300M.
- Generated $550M in onboard revenues.
- Achieved highest guest satisfaction results for the brand.

Vice President, Onboard Revenue 2005 – 2007

- Achieved record improvements/yields in onboard revenue including casino, shore excursions, beverage, spa, gift shops, internet and telephone services, art, and specialty dining.
- Generated record onboard revenue results for Celebrity representing over $500M in revenues.

ROYAL CARIBBEAN INTERNATIONAL
Various Senior Positions, Sales & Marketing 1985 - 2005

Continually achieved outstanding business results and established a consistent track record of aggressively growing business through breakthrough sales and marketing initiatives, resulting in a consistent increase in responsibility and progressive promotions.

Additional Board, Consulting and Advisory

Hornblower Group
Chairwoman of the board 2024 - 2025

Hoyos Design
Advisory Board Member 2024 - 2025

OutRival
Advisory Board Member 2025

Bestselling Author

Making Waves: A Woman's Rise to the Top Using Smarts, Heart and Courage February 2024

This bestselling leadership book follows Lisa Lutoff-Perlo's career journey through stories of an ambitious young woman to trailblazing president and CEO to Vice Chairman.

Leadership Academy

LLP Virtual Leadership Academy: Learning Leadership Principles with Lisa Lutoff-Perlo January 2025

The **LLP Virtual Leadership Academy**, is a 12-chapter online masterclass designed to equip aspiring leaders with actionable strategies, real-life insights, and transformative leadership principles.

NOTED SPEAKING ENGAGEMENTS

Selectively accepted speaking engagements to share broad and deep industry experience to build awareness for Celebrity Cruises, and inspire, educate and challenge individuals and organizations to achieve extraordinary results.

Business

- "The Future of Business" Miami Chamber of Commerce, Goals Conference
- eMerge Americas
- Fortune Next Gen Women's Conference
- Ultimate Software keynote
- Penn State Smeal College of Business
- Nova Southeastern University's, Commencement Address
- Women Corporate Directors, America's Institute
- Broward Workshop State of the Economy Annual Meeting

Industry

- U.S. Department of Transportation
- Skift Global Forum
- Seatrade Cruise Global
- State of the Cruise Industry, UBM
- Cal Maritime Academy, Women of the Water Conference
- Forbes Travel Symposium
- Cal Maritime, Commencement Address
- Forbes Travel Guide Summit
- Boston University School of Hospitality | Dean's Distinguished Lecturer

Leadership

- C200 President's Panel
- Columbia Girls in STEM
- Florida CXO Summit
- Girl Scouts Lead the Way
- The Commonwealth Institute
- Mandela Washington Fellows
- Nova Southeastern Distinguished Lecture Series
- Talks@Columbia

(Complete list upon request)

EDUCATION

Attended Bentley University

Wharton School of Business – Executive Leadership Course

AFFILIATIONS & LEADERSHIP

A Champion of philanthropy, contributing time and expertise to organizations that share the same passion for creating possibilities, expanding opportunities, and removing barriers so that others may thrive.

BOARD OF DIRECTORS
United Way, Broward County
Board Member, 2009-2022 | Board Chair, 2022-2024

BOARD OF DIRECTORS
Broward Workshop (2018 - present)

TOURISM DEVELOPMENT COUNCIL, FT. LAUDERDALE
2024 - Present

GLOBAL BOARD OF DIRECTORS
Best Buddies International (2016 – 2022)

AWARDS & RECOGNITIONS

Recipient of numerous awards for leadership, innovation and contributions to gender equality, diversity and inclusion, within both the national travel industry and the business community.

Honorary Degree, Doctor of Humane Letters	Nova Southeastern University
Eleanor Roosevelt Medal of Honor	Eleanor Roosevelt Center
International Hall of Fame	The Maritime Association of the Port of New York and New Jersey
Lifetime Achievement Award	CLIA (Cruise Line Industry Association)
Lifetime Achievement Award	Women in Travel
H. Wayne Huizenga's College of Business & Entrepreneurship Hall of Fame	Nova Southeastern University
Orbit 'Innovative Leader of the Year' Award	Nova Southeastern University, Broward Center of Innovation
Lifetime Achievement Award of Excellence	Forbes Travel Guide
Most Purposeful CEO Award	PRWeek
Best Cruise Line Industry Leader Award	Global Traveler
Tribute to the Coast Guard Seventh District	Coast Guard Foundation
Top 100 Women-Led Businesses in Florida Honoree	The Women's Edge
Leadership in Diversity Award	Committee for Economic Development
Leadership and Commitment to Diversity Honoree	American Ballet Theatre
Ultimate CEO Award	South Florida Business Journal
50 Most Influential Leaders in Hospitality, Global	International Hospitality Institute
Top 25 Most Influential Women Award	South Florida Business Journal
20 Influential Women in the Travel Industry	TravelPulse
Women Leaders of South Florida Award	YWCA South Florida
Business of Pride Award	South Florida Business Journal
Leader of the Year Award	Leadership Broward
United Way Woman of Inspiration Award	United Way of Broward County
Excellence in Tourism Award	Miami Beach Chamber of Commerce
Business of the Year Award	Miami Gay & Lesbian Chamber of Commerce
Thelma Gibson Award	Women's Chamber of Commerce Miami/Dade
International Golden Compass Award	SeaFarers' House, Fort Lauderdale
Junior Achievement Hall of Fame	Junior Achievement of South Florida

Trailblazer Award	Girl Scouts of Southeast Florida
Travel Vanguard Award	AFAR Media
Philanthropic Investment in Community Award	Dade County Bar Association
Sapphire Award for Business	Florida Blue and Cleveland Clinic
Moves Power Women Award	New York Moves
Honoree “Take A Walk in Her Shoes”	Chapman Partnership
Positive Disruptor Leadership Award	Extraordinary Women Leading Change
Mosaic Award for Lifetime Achievement	Diversity Women Media