

NCL launches *Norwegian Encore* in PortMiami with fun-filled pier-side ceremony



Norwegian Encore Godmother Kelly Clarkson "christens" the new ship with senior NCL executives and their families pier-side in Miami on Nov. 21.

Norwegian Cruise Line held a spectacular pier-side ceremony in honor of the launch of its new ship *Norwegian Encore* at PortMiami on Nov. 21.

Among the highlights of the launch was the christening of the ship by Grammy Award-winning artist and superstar Kelly Clarkson, and a heartfelt farewell to Andy Stuart, president and chief executive officer of Norwegian Cruise Line, who announced that he would be stepping down from his position in October after 31 years with the company.

Stuart, who was appointed president and CEO in 2015, will be replaced by Harry Sommer, the current President, International for Norwegian Cruise Line Holdings (NCLH). Stuart will stay on as a senior advisor through March 31, 2020 to ensure a smooth transition.

"Andy has accomplished everything possible in the cruise industry, including leading its most storied and innovative brand. He will leave on a high note after delivering the brand's latest ship,

Norwegian Encore," said Frank Del Rio, President and Chief Executive Officer of NCLH.

Del Rio, Stuart and Sommer, along with their extended families, were on stage as Kelly Clarkson officially christened *Norwegian Encore* with a virtual champagne bottle, followed by her crowd-thrilling performance.

NCL chose Clarkson because she represents its "core values", said Stuart; adding that she is a role model who is passionate about family and community, as well as music and entertainment.

During the ceremony, guests enjoyed a showcase of the cruise line's onboard entertainment, which included "Choir of Man" and the Tony Award-winning "Kinky Boots," as well as a full set of hits performed by Kelly Clarkson and her band.

In his welcome, Del Rio also spoke about NCL's history and commitment to Miami, as well as the new ship:

"Norwegian Cruise Line has been sailing from Miami for over 50 years. We were the first to offer weekly cruises to the Caribbean from Miami, which shaped the city's reputation as the 'Cruise Capital of the World.' Five years ago, we launched our history-making Breakaway Plus class and today, we are proud to christen *Norwegian Encore*, the final ship of this class and a true representation of the evolution of the brand, right here in our hometown of Miami."

Among its stand-out attractions, *Norwegian Encore* features the world's longest race track at sea at 1,100 feet with four high-speed curves extending up to 13 feet over the side of the ship; a 10,000 square foot Atlantis-themed outdoor laser tag arena, and an immersive escape room and interactive theatre experiences in the 10,000-square-foot Galaxy Pavilion, along with an innovative shopping area designed by Starboard Cruise Services that features first-at-sea brands, and exclusive products. (see next page)

As part of a recent partnership with JUST Goods, Inc., *Norwegian Encore* is also the first ship in the Company to be plastic bottle free. By Jan. 1, 2020 Norwegian

Cruise Line will be the first major cruise line to eliminate plastic bottles across its entire fleet, a significant effort towards providing guests with more sustainable options at sea.

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See more photos on page 4.*



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Alain Maingraud re-elected President of TFWA for 2020



Alain Maingraud has been re-elected as President of TFWA for a further year. He was unanimously elected during the Association's annual Board and Management Committee meeting held in Dublin on Dec. 6.

"I am honored to have been re-elected as President of TFWA for another year, and I would like to thank members of the Board and Management Committee for their continued support. Our values and focus remain unchanged, and we will continue to build on the success of the Association and its events in order to help the duty free and travel retail industry continue to flourish over the next year," said Maingraud.

The President is elected each year for a 12-month period at the meeting of the TFWA Board and Management Committee in December.

Maingraud joined TFWA in 1995 as Commercial Director and was elected Managing Director in 2010, with responsibilities for the day-to-day management of the Association and implementing its medium and long-term strategy.

He was elected President of TFWA in December 2018, succeeding Erik Juul-Mortensen who stepped down as President after a 19-year tenure.



Starboard features first-at-sea brands, luxury and exclusive products onboard *Norwegian Encore*

Starboard Cruise Services played an integral role in the launch voyage of the new *Norwegian Encore* cruise ship.

Starboard's The Tradewinds Shops, covering more than 7,000 sq. feet of retail space, offers luxury retail spaces, first-at-sea brands, limited-edition spirits, inaugural exclusives, and sustainability collections that align with

Norwegian's environmental commitment.

Luxury Retail

Norwegian Encore bolsters the cruise line's luxury presence. It offers Norwegian's first Bvlgari boutique launched outside of Asia. The fully branded Swiss timepieces enclave is one of the largest on any ship at sea, with selections from Panerai, IWC, Hublot and Cartier. Known for its Italian flair and Swiss technology, Panerai is a first for Norwegian, with an elevated space that is the brand's most expansive at sea. The ship also features a Cartier Espace, enhanced Le Vian fine jewelry area, and a first at sea John Hardy shop-in-shop.

New and exclusive offers

Other new brands include IT Cosmetics, available for the first time at sea on *Norwegian Encore*; and NYX Professional Makeup, which is available for the first time on Norwegian Cruise Line.

A selection of limited-edition rare spirits exclusive to Norwegian Encore are also on offer, including Barton 1792 Full Proof Bourbon Barrel, Buffalo Trace Single Barrel Bourbon, Herradura Tequila Single Barrel and Jack Daniel's Single Barrel Whiskey. Each Jack Daniel's Single Barrel Whiskey bottle features a commemorative Norwegian Encore medallion, providing guests with a keepsake of the cruise.

The Veuve Clicquot Arrow tin, encasing one of the world's great champagnes, is available in a limited edition created exclusively for *Norwegian Encore*.

Exclusive Branded Collections

Sustainability is central to *Norwegian Encore*'s retail experience, and a key tenet of the company's commitment to environmental concerns.

Apparel brand Sail & Sustain, exclusively created for *Norwegian Encore*, is an eco-conscious brand that aligns with the cruise line's Sail & Sustain Environmental Program. It features apparel and headwear made from recycled



process of John Hardy's authentic Balinese jewelry-making techniques.

Cartier Grooms:

This event showcases Cartier's world-famous uniformed "Groomsmen." Select guests receive an

exclusive co-branded Cartier postcard that can be brought to the Cartier Espace onboard and mailed from a Cartier-branded mailbox.

water bottles and blankets produced from 100% recycled polyester. 4Ocean, another first on NCL, offers bracelets made from 100% recycled materials.

Makeup Seminar: A Beauty specialist hosts a makeup seminar featuring NYX, IT Cosmetics and Urban Decay. They feature a 5-minute makeup look and invite spectators to sign-up for their own individual consultations.

The *Norwegian Encore* Branded Collection features a product assortment specifically for the ship's inaugural, comprised of limited-edition collectibles and a children's collection.

"We are thrilled about inviting guests to the many exciting retail offerings that were specifically curated for *Norwegian Encore*," stated Lisa Bauer, Starboard's president and CEO. "There is a lot to discover, from top-name brands to immersive events – we give guests so many great reasons to return to the retail shops again and again throughout the voyage."

Experiential Retail

Starboard continues to enhance the cruise journey through highly experiential retail on *Norwegian Encore*, with activations designed to bring brands to life.

Bvlgari Serpenti Seduttori Celebration: Guests are exclusively invited to view Bvlgari's new timepiece, Serpenti Seduttori, complete with Bvlgari branded backdrops and photo opportunities.

Panerai Underwater World: Guests wearing virtual-reality headsets explore the underwater world as they encounter sea life and learn about the dive-worthy properties of Panerai timepieces.

Sail to Bali with John Hardy: An immersive experience where guests learn about the eight-step

"Starboard continues to exceed our expectations with retail offerings and services that are as innovative as our ships," said Andy Stuart, Norwegian Cruise Line's president and CEO. "Shopping is an integral, important part of the cruise experience that guests look forward to, especially when it perfectly aligns with the ship's distinctive brand."

NCL launches *Norwegian Encore*

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Norwegian Encore will offer seven-day voyages to the Eastern Caribbean from Miami beginning Nov. 24, 2019; Bermuda, and Canada and New England itineraries from New York City beginning Apr. 22, 2020; and voyages to the Western Caribbean from Miami beginning Dec. 12, 2020. In the spring of 2021, she will make her West Coast debut and sail to Alaska from Seattle.

Last of the Breakaway class ships

The launch of the 4,000-passenger NCL *Encore* is a milestone for the company, as it is the last of the company's successful Breakaway Plus class of ships, which first debuted in Miami with the introduction of *Norwegian Escape* in 2015. The *Norwegian Joy* and *Norwegian Bliss* followed the *Escape* and now culminates in the *Encore*.

Next up for NCL will be the first of 4-6 Leonardo Class ships which will begin launching in 2022. These are 3,300-passenger ships that will be designed for energy efficiency, focusing on optimizing fuel consumption and in turn, reducing the cruise line's environmental footprint, says the company.

Additionally, Norwegian is preparing for the debut of its state-of-the-art new Cruise Terminal in Miami in February 2020.

Del Rio calls the terminal a "pearl" due to its modern design that draws inspiration from a nautilus, with a spiraled and multi-level façade opening up to grand ocean views.

Christian Konrad, President Latin America and Caribbean Bvlgari; Captain Niklas Persson, Norwegian Encore; Lisa Bauer, Starboard President and CEO celebrate the opening of Norwegian's first Bvlgari boutique launched outside of Asia.



Dan Cappell joins California's Ontario International Airport as CCO



Cappell has played a leading role in the development of airport business plans, concession plans and strategic advertising opportunities.

Mark Thorpe, OIAA CEO comments: "We have had the benefit of Dan's expertise and experience in his capacity as a consultant, so he is no stranger to all we've

California-based Ontario International Airport Authority has named international aviation consultant Dan Cappell – a highly respected and familiar figure in the travel retail industry, as chief commercial officer, effective Dec. 9.

A UK-native, Cappell began his career nearly 30 years ago with Nestle International Travel Retail, and subsequently moved to Abu Dhabi Airports Company, as acting commercial officer.

He also held senior positions at Melbourne Airport, Aer Rianta International-Middle East, and was also Deputy Managing Director of Abu Dhabi Duty Free.

Moving to the U.S. in 2018, Cappell became a consultant for global strategic management firm Leigh Fisher Management Consultants, and worked with airports in Baltimore, Denver, Phoenix, Charlotte, and Orange County's John Wayne Airport.

accomplished as well as our vision for Ontario as a first-rate international aviation gateway.

"He's keenly aware of what it takes to develop successful airports, and we look forward to the added value his many talents will bring to Ontario."

"I am honored to be joining the executive team at Ontario and contribute to the vision for growth as defined by the CEO and the board. Ontario has a dynamic and forward-thinking executive team, with incredibly exciting plans for the airport's growth over the next 10 years. I can't wait to get started," said Cappell.

Located 35 miles east of downtown Los Angeles, ONT is a fast-growing full-service airport with nonstop commercial jet service to 22 major airports in the U.S., Mexico and Taiwan, and connecting service to many domestic and international destinations.

Enrique Urioste joins Dufrey in key South American role as Oscar Garcia Pedrosa prepares to retire

Enrique Urioste, one of the Americas most recognized and respected travel retail operators, is joining travel retail giant Dufrey as Cluster General manager for South America (excluding Brazil). He assumes the new role as of January 1, 2020.

Urioste will replace Oscar Garcia Pedrosa, who will retire in mid-2020.

From his initial introduction as the first Secretary General of South American duty free association ASUTIL in the late 1990s, to his current position as CEO of Uruguayan travel retailer Neutral Duty Free, Urioste has played a major role in shaping the duty free business throughout the Americas.

A lawyer by training, Urioste first became active in the industry when he helped establish ASUTIL. Between 2000 and 2002, he was CEO of Argentinian travel retailer Interbaires' logistics and distribution arm, I.O.S.C., becoming CEO of Interbaires in 2002 until 2007. Interbaires, which was acquired by Dufrey in 2011, was one of the largest duty free retailers in South America; and under Urioste's leadership sales increased by almost 4 times.

He then became President of Duty Free Americas' Airport Division, until 2011, when he joined Neutral.

"We are very happy to have appointed Enrique Urioste as the Cluster General Manager South America. Enrique is one of the most respected travel retail executives and knows the markets in South America inside out," Dufrey Central & South America Divisional Chief Executive Officer René Riedi tells *TMI*.

"He will replace Oscar Garcia Pedrosa who retires in mid 2020. Oscar Garcia Pedrosa has delivered outstanding services throughout his professional career and it has been a great pleasure and an extremely valuable experience for me to work with Oscar. I wish both, Enrique and Oscar, the very best in their future roles."



Enrique Urioste

Starboard Cruise Services announces new Luxury Division and names cruise industry expert Stacy Shaw to lead

Starboard Cruise Services has appointed Stacy Shaw as Vice President Luxury Division and Retail Experience Development to head up its newly formed Luxury Division.

Shaw joins Starboard from Virgin Voyages where she led the sales organization and business development. Prior to that, she spent 11 years at Royal Caribbean Cruises Ltd. in a variety of leadership roles and got her start at Renaissance Cruises where she oversaw sales and operations of all onboard revenue centers, including a retail partnership with Starboard.

In her new role, Shaw will have direct oversight of Starboard's portfolio of luxury cruise line brands, will lead new business development efforts within the cruise sector and will identify partners in land based luxury travel that are seeking highly curated retail experiences.

The division will also support all of Starboard's dedicated cruise line account brand teams by developing unique upscale retail experiences based on specific customer profiles. This will create differentiated offerings relevant for each brand and its guests.

Starboard President and CEO Lisa Bauer, comments, "As part of LVMH, Starboard is uniquely positioned to provide the exclusive collaborations and experiences that luxury partners expect. The new division is a natural expansion that builds on the core competencies we are already renowned for in the luxury sector.

"We look forward to joining the expertise of our many luxury retail partners and our own internal merchandising team with Stacy's experience within the cruise industry's most innovative and disruptive brands. She has a proven track

record of delivering customer and partner satisfaction, as well as financial results," says Bauer.



Stacy Shaw

LAWA's Deborah Flint to move to Toronto Pearson as new president and CEO

The Board of Directors of the Greater Toronto Airports Authority (GTAA) has named Deborah Flint as its new president and Chief Executive Officer of the GTAA.

Flint will join GTAA in April 2020 following more than 4 years as CEO of Los Angeles World Airports and 24 years serving in executive roles in the aviation industry.

Flint will take over the position as President and CEO following the planned retirement of current President and CEO Howard Eng in March 2020. Eng led Toronto Pearson from 2012 and oversaw a period of record passenger growth, a dedicated focus on customer service and a dramatic expansion of the airport's retail and service offers.

In her role at LAWA, which operates both Los Angeles International and Van Nuys (general aviation) airports, Flint has focused the organization on the \$14-billion modernization of its terminals, runway improvements, and a comprehensive transit program that includes roadway improvements and an intermodal transportation facility.



Deborah Flint goes to Toronto

Toronto Pearson served more than 49.5 million passengers in 2018, making it Canada's busiest airport. With 163 international routes, Toronto Pearson is also North America's most internationally connected airport.

Los Angeles World Airports served more than 87.5 million passengers and 2 million tons of cargo in 2018. In addition to being the 4th busiest passenger airport in the world, it is considered to be one of two North American mega-hub airports, with Toronto Pearson focused on joining the ranks by the end of 2019.

Mega-hub international hub airports serve more than 50 million passengers, with a high percentage of connecting and international passengers.

Lisa Kauffman joins Starboard as new SVP, CMO

Starboard Cruise Services has appointed Lisa Kauffman as Senior Vice President, Chief Marketing Officer. In this role, she will lead the planning, development and execution of strategic initiatives for Starboard, supporting the delivery of guest experiences and brand innovation tailored to each of Starboard's cruise line partners.

Kauffman, who has more than 20 years' experience with global brands such as Perry Ellis International, Celebrity Cruises, Macy's Florida and The Walt Disney Company, joins Starboard's Executive Team and Operating Committee. She reports to Lisa Bauer, Starboard President and CEO.

"Lisa's unique combination of extensive retail and cruise experience will be a tremendous asset to Starboard's continued growth," said Bauer.

"We have an incredible opportunity to deliver compelling retail storytelling that delights our guests on their memorable vacation experiences," said Kauffman. "I look forward to working with this passionate and creative team who are true leaders in cruise retail."

APA elects new Executive Board

Sally Alington, founder and CEO of Ethos Farm, has been elected as vice chairman of the Airport Promotion Agencies Association (APA) as part of the new Executive Board that will run until the end of 2021.

APA is a non-profit organization comprised of eight member agencies and covering more than 100 airports globally, that endeavors to drive standards and share best practice in the travel retail and duty free agency staffing sector. Additionally, the APA members also offer expertise in staffing solutions for airport operations, retail marketing, experiential, destination targeting and customer service.

Alington joins **Begoña Romero**, Managing Director of young promotion Spain, who was named Chairman and **Filiz Ehliz**, Founder and Managing Director of A Plan+, treasurer.

Moroccanoil expands in cruise ship channel

Somar Distribution, in partnership with Starboard, is now offering Moroccanoil products on more of the world's top cruise lines, reports the company.

After exceeding expectations, award-winning Moroccanoil was rolled out to 90% more stores than planned in 2019.

Somar reports that it will further increase the brand's cruise ship presence next year, partnering with Harding Retail.



A range of Moroccanoil products onboard the Royal Caribbean Ovation.

Norwegian Encore special bar features



One of my favorite parts of my visit to the Norwegian Encore was the intimate and differentiated bar spaces, many with specific drink menus. These include the District Brew House, which offers 50 different bottled and 22 draft beers; The Cellars Michael Mondavi Family Wine Bar, Maltings Whiskey Bar, a Sugarcane Mojito Bar and The Cavern Club, a replica of a Liverpool club from the 1960s and the site for the ship's Beatles tribute band, to name just a few.

Lois Pasternak

YSL Libre pays tribute to concept of freedom showcased by HPPs in global TR



Left: The YSL Libre pop-up in JFK Terminal 4 conveyed the premium codes of the fragrance and presented travelers with an opportunity to enjoy a variety of unique experiences. Right: Libre completely took over the security area and entrance of the International Shoppes store at JFK Terminal 1.

Libre, the new women's fragrance by Yves Saint Laurent, is setting Travel Retail ablaze across the globe, reports L'Oreal Travel Retail.

A grand floral Eau de Parfum, Libre follows the trail-blazing heritage of YSL perfumes beginning with Rive Gauche in 1971, Opium in 1977 and Paris in 1983.

A gender-bending take on the classic men's fougère, softened with lavender, orange blossom, vanilla and amber, Libre was

inspired by the designer's gender-bending feminization of the classic tuxedo, with a campaign starring singer-songwriter Dua Lipa.

During the whole month of October, Libre was featured in Travel Retail Americas in Mexico City, Cancun, Buenos Aires and New York, where YSL took over JFK airport, in Terminal 4 with DFS with a pop-up that could be seen from afar and in the Rotunda of Terminal 1 after the security checkpoint, at the entrance of the International Shoppes store.

This pop-up was the first one for YSL in Travel Retail Americas in JFK T4.

It conveyed the premium codes of Libre, where travelers had this same opportunity to enjoy a unique experience by diving into the world of the fragrance, by discovering the notes, listening to the sounds of freedom, expressing their freedom in the photobooth, and personalizing it with a complimentary engraving service and taking it away with them. They could also complete their

experience with the LIBRE LOOK with Rouge pur Couture the Slim.

During the month of October, Libre reached the top #1 fragrance in Terminal 4.

At Terminal 1 of JFK Airport, travelers started their journey with an impressive takeover of LIBRE at the entrance of the store, with a complete takeover of the security area.

Major campaigns also took place in Dubai in the Middle East and in Bangkok and Incheon International airports in Asia.

Lancôme inaugurates its new flagship store in Paris

French luxury beauty brand Lancôme inaugurated its new flagship store on Champs-Élysées in the heart of Paris on Dec. 4.

Its address, 52 Avenue des Champs-Élysées, is imbued with historical prestige and is the new home of Lancôme, a new place for beauty where visitors can discover the brand's world, experiment, enjoy and share.

Throughout the two floors and 300 square meters, visitors will be immersed in Lancôme values that make up its DNA: happiness, generosity, femininity, empowerment, trust and togetherness.

From the entrance, Lancôme welcomes visitors into an immersive and experiential space: the Joy Of Now. With updates that will 'pop up' five times a year, this is a grandiose exhibition space with a triple height ceiling and ornamented with hanging rose petals, that recreates the essence of the Lancôme world.

"We're proud to see the Lancôme flagship come to life: this new home for Lancôme offers a unique and elevated customer experience. Lancôme expresses its grandeur, as the number 1 luxury beauty brand in the world, bringing happiness to life with a heart that beats with beauty," said Françoise Lehmann, Lancôme Global President

"This new venue is a true home of beauty and happiness, where our guests are invited to experience and delve into what the brand has to offer in terms of beauty products, services, personalization, gifting and technology. Most importantly of all we want them to leave feeling happy. We want this flagship to become a 'must-see' and an iconic beauty address for Parisians and tourists of the world alike," she added.

The flagship also includes a retail lab dedicated to beauty, and such iconic elements as a floor to



ceiling crystal chandelier encased in a round table arrangement of fragrances to entice customers to discover the newest launch, or revisit their signature fragrances.

Lancôme is also providing sustainable beauty for a positive impact. The flagship has been designed and built according to high environmental standards and has been certified LEED Gold.

These efforts include recharg-

able products and a zero waste bin provided by TerraCycle in which customers are invited to deposit their finished products for recycling are available at the flagship.

Lancôme's commitments to social causes are also on display, such as *Write Her Future*, which aims at fighting illiteracy among young women around the world.



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