



## ROBERTA L. JACOBY

Immediate Past President  
President, Jacoby Advisors

Roberta Jacoby is respected as a transformational and innovative leader in disciplined multi-unit operations, destination development, and sustainability. Jacoby is equally well-versed in mass market and luxury, with global and multi-generational experience. She has a strong record of serving as a dedicated mentor by identifying and coaching high-potential employees to exceptional levels of achievement and growth, and of skillfully navigating teams through intense crises.

As an executive advisor, in response to market demand, Jacoby provides high-level services to the travel, leisure, and hospitality industries. She serves as senior advisor to CEO and C-Suite clients, including well-known brand companies, as well as PE groups and start-ups, to develop strategic forecasts, sustainability, multi-unit operations, and more.

At Royal Caribbean Group, Jacoby served as managing director of global tour operations, charged with managing the corporation's land tour product on every continent, with a portfolio of over 7,000 with a revenue impact of over \$500 million. She was instrumental in the development of Global Sustainable Tourism Council sustainable tours, surpassing corporate goals. Additionally, Jacoby created and implemented an AI-based global tour safety process, and led the development and implementation of the product in China for Chinese nationals.

During her career at Carnival Cruise Lines, Jacoby held progressively senior positions, including senior vice president of hotel operations and senior vice president of air and sea operations, corporate training, and strategic planning. Her responsibilities included:

- directing hotel operations activities with annual P&L responsibility exceeding \$1 billion for the line's 23-vessel fleet, leading a team of 30,000 employees
- establishing Carnival's corporate training department to provide hospitality training for all shipboard and shoreside employees

- arranging the air transportation component of the company's vacation packages and overseeing Carnival's in-house corporate travel agency, development of pre- and post-cruise packages, ground transportation for guests, and the cruise ticketing department
- creating the company's project management office, managing multiple projects
- developing the cruise line's recognition program, the new teen and preteen programs, and quality assurance throughout the fleet.

Jacoby culminated her 35-year career with Carnival Corporation as senior vice president for corporate special projects. She is credited with the development of product and brand enhancements, including the very successful launch of Seabourn Quest, and she supported Seabourn's successful transition to Seattle.