



Canadian



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Ready to visit Saudi Arabia



LinkedIn



Resume Website

SKILLS

- Strategic Brand Positioning
- Multi-Stakeholder Engagement
- Digital Campaign Architecture
- Tourism KPIs & Economic Modelling
- Executive Communication & Board Advisory
- Cross-Cultural Leadership

Technical Skills

- UX/CX Design for Travel & Tourism
- CRM, CMS, Analytics Tools

Industry Experience

- Healthcare & Medical
- MEP, Construction & Infrastructure
- Facilities Management
- Corporate Administration
- Group of Companies & Holding Structures
- Public Sector & Regulatory Bodies

Technology Exposure

- **CRM & Automation:** Salesforce, HubSpot, Oracle Eloqua
- **CMS & Digital Experience:** WordPress, Sitecore, Adobe Experience Manager
- **Analytics & BI:** Google Analytics, Power BI, Tableau
- **Project & Workflow:** Microsoft 365, Google Workspace, MS Project, Monday.com, Zoho Projects
- **Tourism Systems:** SimpleView CMS, Expedia Partner Solutions, Amadeus
- **Creative Oversight:** Adobe Suite, Figma, Canva

Driving License: YES

LANGUAGES

English (Native)
Spanish (Intermediate)

Woodrow Oldford BBA, CDME

Globally recognised **Destination Development Leader**, **Tourism Strategist**, and **GCC Giga-Project Advisor** with over 30 years of experience in large-scale tourism development and public-private partnership frameworks. Proven success in designing and delivering destination strategies from vision through execution—aligned with Vision 2030, smart tourism infrastructure, and cultural sustainability.

Track record of **leading cross-functional teams**, engaging high-level stakeholders, and driving end-to-end execution of destination projects across the GCC, LATAM, and Canada. Experienced in setting up KPIs, tracking performance, and reporting progress to executive boards. Recognised for designing **visitor-first, experience-led development models** and successfully managing multi-million-dollar tourism portfolios from concept to operational rollout.

- ✓ Destination Strategy & Master Planning
- ✓ Government & Giga-Project Advisory
- ✓ Sustainable Tourism Frameworks
- ✓ National Branding & Tourism Economics
- ✓ Public-Private Partnership Structuring
- ✓ Experience Design
- ✓ Visitor Journey Mapping

- ✓ Destination Development
- ✓ Digital Strategy
- ✓ Destination Marketing Plan
- ✓ Destination Branding
- ✓ Data-Driven Decisions
- ✓ Stakeholder & Government Relations
- ✓ Strategic Alliances

Career Overview:

- **Senior Tourism Strategy Consultant | Destination Development Advisor**
Confidential National Clients | LATAM, MENA, GCC | 2023 – Present
- **Acting CEO | Chief Marketing Officer | Destination Branding Lead**
Promtur Panama | Panama City, Panama | 2020 - 2023
- **Vice President, Global Marketing | Tourism Brand Strategist**
Banff & Lake Louise Tourism | Alberta, Canada | 2016 – 2020
- **Director, Digital Marketing & Creative Services**
WestJet Airlines | Calgary, Canada | 2010 – 2015
- **Owner-Operator | Strategic Consultant (Part-Time)**
Infinity Corp | Costa Rica | 2007 – 2010
- **Real Estate & Tourism Investment Consultant**
RE/MAX and Independent Roles | Canada / Costa Rica | 2005 – 2009
- **Senior Manager – E-Commerce Operations**
Hudson's Bay Company (HBC) | Toronto, Canada | 2005
- **National New Business Integration Manager**
Hudson's Bay Company (HBC) | Toronto, Canada | 2000 – 2005
- **Senior Operations Project Leader**
ING Bank of Canada | Toronto, Canada | 1998 – 2000
- **Investment & Credit Officer | Operations Manager**
Scotiabank | Toronto, Canada | 1995 – 1998

Education, Certifications & Professional Affiliations:

Bachelor of Business Administration (BBA)

Memorial University of Newfoundland | Canada | 1990

Certified Destination Management Executive (CDME)

Destinations International | USA | Present (In Progress)

UAE Tourism & Culture Leadership Forum

Dubai DET / Abu Dhabi DCT | Participant | 2024

UNWTO Affiliate Webinar Series

Smart Tourism & Sustainability | 2024

AI in Tourism CEO Forum

How is AI reshaping the global travel experience | Participant | 2024

Smart Tourism & Sustainability | 2023

Licensed Real Estate Professional

Real Estate Council | Alberta, Canada | 2007

Member – Destinations International

Member – Adventure Travel Trade Association (ATTA)

Former Member – Canadian Marketing Association (CMA)

Director of Destination Development | Tourism Strategy Advisor | Chief Marketing Officer (Tourism)
Director of Tourism Planning | GCC Tourism Advisor | Director of Sustainable Tourism Strategy
Public-Private Tourism Consultant | Destination Branding Consultant | Head of Destination Development

Work Experience | Career Journey:

SENIOR TOURISM STRATEGY CONSULTANT

LATAM, MENA, GCC | 2023–PRESENT

DESTINATION DEVELOPMENT ADVISOR

Confidential National Clients | *Remote & On-site* | Government & Giga-Project Advisory

Reporting to: Ministries, Investment Authorities, Executive Boards
Company Size: ~10,000+ (clients) **Team Size:** 5 – 20 (project-based)

- **National Tourism Strategy:** Developed comprehensive tourism masterplans for government clients.
- **Public-Private Collaboration:** Built strategies for eco-tourism, heritage zones, and cultural assets.
- **Framework Development:** Created KPIs, personas, infrastructure plans, and investment blueprints.
- **Policy Alignment:** Integrated UAE Vision 2030, smart tourism, and GCC development priorities into strategy deliverables.

Key Projects:

- **Red Sea Global (Saudi Arabia) – Interim Head of DMO:** Organizational structure for 29 roles, 5-year roadmap, pre-build marketing alignment.
- **Heritage Destination (MENA) – Tourism Strategy Advisor:** 78-page blueprint with cultural, branding, and visitation development plan.
- **International Gateway Airport (GCC) – Chief Marketing Advisor:** Airport rebranding and visitor experience framework, 15-page transformation strategy.

Key Achievements:

- Designed and delivered end-to-end destination development strategies for **three GCC giga-tenders** (heritage zone, international airport, desert leisure site).
- Interim Head of DMO – Red Sea Global: Defined team structure, strategic vision, KPIs, and 5-year execution roadmap.
- Created **60–90-page project blueprints** including land-use plans, investment schemes, and regulatory milestones
- Delivered bids and masterplans for **three strategic tourism projects across MENA and GCC**.
- Collaborated with Tier 1 consultancy for high-value tenders.
- Elevated tourism positioning for heritage, transport, and giga-city sites.

ACTING CEO

PANAMA CITY, PANAMA | 2020–2023

CHIEF MARKETING OFFICER | DESTINATION BRANDING LEAD

Promtur Panama | *Destination Marketing Organization (DMO)*

Reporting to: Board of Directors
Company Size: ~50 **Team Size:** 29

- **Destination Branding:** Built Panama's national tourism identity from inception.
- **International Campaigns:** Oversaw global marketing efforts across four continents.
- **Government Relations:** Aligned promotions with national masterplan.
- **Team Development:** Structured governance protocols and scaled the marketing team.
- **Strategic Roadmap:** As Acting CEO, developed and implemented a 3-year national strategy with annual business plans.
- **Organizational Design:** Created a long-term structure and governance model aligned with national tourism goals.
- **Performance Oversight:** Set and tracked annual KPIs, team targets, and functional objectives.
- **Board Reporting:** Delivered quarterly progress reports to the board, covering vision execution, operations, and structural alignment.

Key Achievements:

- Drove **AED 5.8B+ (USD 1.6B)** in inbound impact.
- Elevated national rank from 5th to 4th in LATAM competitiveness in just 12 months.
- Tripled average visitor stay: **from 3 days to 9 days**.
- Recognised by the tourism ministry as a national case study for public-private partnership excellence.

VICE PRESIDENT | GLOBAL MARKETING

ALBERTA, CANADA | 2016–2020

TOURISM BRAND STRATEGIST

Banff & Lake Louise Tourism | *Leisure, Travel & Tourism*

Reporting to: President & CEO
Company Size: ~32 **Team Size:** 15

- **Global Positioning:** Repositioned Banff as a year-round experience economy hub.
- **Partnerships:** Aligned strategy with Destination Canada and Parks Canada.
- **Digital Focus:** Transitioned brand and content toward digital-first platforms.

Key Achievements:

- Tripled off-season visitation and achieved **76%+** occupancy year-round.
- Unified **4** regional tourism operators under one identity
- National recognition for digital strategy & campaign innovation (**MarCom Awards**)

WestJet Airlines | *Aviation & Travel*

Reporting to: Vice President – Marketing
Company Size: ~14,000 **Team Size:** 32

- **Digital Strategy:** Redesigned digital booking experience and web presence.
- **Creative Ops:** Oversaw national creative production and content deployment.
- **UX & Analytics:** Improved user journeys and multi-channel conversion.

Key Achievements:

- Delivered **AED 25.5M+ (USD 7M+)** via online-driven campaigns.
- Reduced annual marketing spend from **USD 2M to USD 800K**.
- Saved **USD 12M+** cumulatively from digital in-housing and automation.

OWNER – OPERATOR

COSTA RICA | 2007-2010

STRATEGIC CONSULTANT (PART-TIME)

Infinity Corp | *Digital Marketing & Brand Consulting*

- **Digital Strategy:** Delivered branding, websites, and launch plans for SMEs.
- **Tourism Positioning:** Consulted on packages and local destination profiles.

Key Achievements:

- Built and operated a niche brand advisory firm parallel to real estate career.

REAL ESTATE & TOURISM INVESTMENT CONSULTANT

CANADA / COSTA RICA | 2005-2009

RE/MAX and Independent Roles | *Real Estate & Investment Advisory*

- **Sales & Negotiation:** Closed deals on tourism and lifestyle investment properties.
- **Branding Advisory:** Helped position destinations through real estate masterplans.
- **Lead Generation:** Ran marketing funnels for domestic and offshore investors.

Key Achievements:

- Facilitated over **USD 21M** in property sales.
- **\$32 million** raised in venture capital for a resort development project.
- Delivered branding strategies for resort-linked real estate models.

SENIOR MANAGER – E-COMMERCE OPERATIONS

TORONTO, CANADA | JAN 2005-NOV 2005

Hudson's Bay Company (HBC) | *Retail & eCommerce*

Reporting to: Senior Vice President – Digital Business
Company Size: ~70,000

- **Digital Transformation:** Took revenue ownership for Canada's first major retail ecommerce store.
- **Growth Strategy:** Built a 5-year roadmap and led site optimisation.
- **P&L Oversight:** Directed budgeting and performance metrics.

Key Achievements:

- Positioned HBC as **Canada's ecommerce retail pioneer**.
- Generated national adoption through platform innovation.

NATIONAL NEW BUSINESS INTEGRATION MANAGER

TORONTO, CANADA | 2000 – 2005

Hudson's Bay Company (HBC) | *Retail & Customer Service*

Reporting to: National Director of Operations

- **Call Centre Expansion:** Launched 2 new national contact centres (Rewards + Online).
- **Omnichannel Coordination:** Oversaw credit ops, CRM, and loyalty integration.
- **Digital Strategy Enablement:** Led transition to hybrid in-store / online model.

Key Achievements:

- Managed Canada's **first** ecommerce-linked retail support hub.
- Delivered infrastructure for end-to-end omnichannel operations.

SENIOR OPERATIONS PROJECT LEADER

TORONTO, CANADA | 1998 – 2000

ING Bank of Canada | *Financial Services – Online Banking*

- **Fintech Enablement:** Helped launch backend of Canada's first online-only bank.
- **Operational Planning:** Led transition from pilot to national scale.

Key Achievements:

- Supported national shift to online banking through strategic buildout.

INVESTMENT & CREDIT OFFICER

TORONTO, CANADA | 1995 – 1998

OPERATIONS MANAGER

Scotiabank | *Retail Banking & Financial Services*

- **Retail Banking Sales:** Delivered personal banking, credit, and investment products.
- **Leadership Track:** Promoted through 3 roles in under 3 years.

Key Achievements:

- **Chairman's Club** award recipient for top regional performance.

1. Tourism Strategy Advisor – National Government or Giga Project

Why? With over 20 years of experience advising national tourism authorities and giga-projects, I am equipped to design and implement tourism strategies aligned with Vision 2030 and international benchmarks. I've led projects across LATAM, GCC, and Canada, delivering comprehensive masterplans, KPIs, and governance frameworks for multi-stakeholder ecosystems.

2. Chief Marketing Officer (Tourism) – Destination or Investment Entity

Why? I bring global expertise in destination branding, campaign execution, and tourism economics. As Acting CEO and CMO of Panama's DMO, I delivered AED 5.8B+ in tourism impact, formed strategic alliances, and tripled visitor stay duration. My leadership bridges national policy with global promotion.

3. Director of Destination Development – Giga Project or Government Holding

Why? I specialise in turning undeveloped areas into investment-ready, experience-driven destinations. I've created 60–90-page blueprints for airport, heritage, and desert tourism projects, including infrastructure, regulatory, and investment planning. My cross-functional project leadership ensures vision-to-execution alignment.

4. Head of Destination Marketing Organization (DMO)

Why? I have built DMOs from the ground up, as seen in my leadership at Promtur Panama and Red Sea Global. My experience spans strategic planning, brand architecture, team structuring, and funding mechanisms. I can operationalise tourism policy through scalable DMO infrastructure.

5. Public-Private Tourism Consultant – Government or Holding Entity

Why? I've worked at the intersection of government policy and private investment across LATAM and GCC. I structure investment zones, secure stakeholder alignment, and build frameworks for tourism PPPs. My advisory work with Tier 1 consultancies ensures execution-ready policy design.

6. Director of Visitor Experience – Smart Tourism or Cultural District

Why? I embed experience design into destination development, merging physical infrastructure with emotional storytelling. From Banff to the GCC, I've integrated digital platforms, journey mapping, and CX models that increase visitor yield, brand loyalty, and cultural retention.

7. Destination Branding Consultant – National, Regional, or Resort-Level

Why? I have delivered destination brand architecture in markets ranging from mountain resorts to emerging nations. My frameworks link branding with investment messaging, community activation, and experience economy metrics. I elevate destinations from unknown to unforgettable.

NOTICE PERIOD & AVAILABILITY

Available to transition with 1-month notice. Ready to relocate to the GCC.