

*Destination governance and economic development, with advanced tourism marketing capability.*

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## ABOUT

### Who we are

Oldford Global is the practice of Woodrow Oldford, a destination governance and economic development strategist with 20+ years of senior executive leadership across Canada, Latin America, and the Middle East. He has built national tourism institutions, designed governance frameworks for governments and PIF-backed development authorities, and established measurement systems that connect tourism investment to verifiable economic outcomes.

## ENGAGEMENT AREAS

### What we do

#### DMO Formation and Governance

Organizational design, board accountability frameworks, enabling legislation, transition planning, and operating models for national and regional destination authorities.

#### Destination Strategy

National tourism master plans, 20-year destination development frameworks, and strategic alignment between ministry, DMO, and community mandates.

#### National Tourism Brand Development

Full brand architecture from DNA to deployment: positioning, platform, psychographic segmentation, visual identity, and multi-channel execution including airline alliances, OTA networks, and industry licensing.

#### Economic Impact Attribution

Multi-source attribution models connecting promotional investment to national economic outcomes. Business intelligence infrastructure and multiplier methodology.

#### DMO Recovery and Governance Reform

Governance diagnosis, board stabilization, industry trust rebuilding, and measurement frameworks for organizations navigating institutional recovery.

#### Sustainable Tourism Governance

Governance models embedding social, environmental, and economic accountability into destination management. Regenerative tourism and community benefit structures.

## SELECTED OUTCOMES

### Delivered results

# USD 1.8B

Annual economic impact attributed to a USD 22M promotional investment, Panama

# 21.8x

Return on direct marketing investment, Panama attribution model

# 53 -> 78%

Industry satisfaction growth across four-year mandate, PROMTUR Panama

# #5 -> #4

Panama LATAM brand rank, achieved ahead of target

# 65 -> 78%

Year-round destination occupancy growth, Banff National Park

# 29

Organizational roles designed for PIF-backed DMO, Saudi Arabia

## CAREER

2023 - Present

### Managing Principal

Oldford Global Consulting

2022 - 2023

### Interim Head of DMO

Red Sea Global, Saudi Arabia

2020 - 2023

### CMO, CSO, Acting CEO

PROMTUR Panama

2016 - 2020

### VP Global Marketing

Banff & Lake Louise Tourism

2010 - 2016

### Director, Creative & Digital

WestJet

## PUBLISHED PERSPECTIVES

- DMO Formation from Zero: Six Decisions That Determine Whether It Works
- When the DMO Loses Its Way: A Recovery Framework
- Connecting a USD 22M Investment to USD 1.8B in Economic Impact
- Building a Destination Brand Framework: From DNA to Deployment

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