

H A B E R S T R O H

*INTERNATIONAL CONSULTANT ON SUSTAINABLE TOURISM
BRANDING, DESTINATION MANAGEMENT, MARKETING*

CURRICULUM VITAE – „EXTENDED“



Max Haberstroh

Economist

(staatl./international geprüfter Betriebswirt)

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Branding, Destination Management, Marketing*

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1. Proposed Positions:

- *Project Manager/Consultant on Sustainable Tourism Development*
- *Regional Manager/Representative or Coordinator*
- *Director of a Tourism Representation abroad*
- *Director of a Tourism Promotion Board*

2. Personal Data:

Family Name:	Haberstroh
First Names:	<u>Max</u> August
Date of Birth:	15 July, 1952
Nationality:	German

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3. Key Qualifications:

- **Providing management, participatory leadership and guidance** to office or project teams; knowledge and experiences acquired both *abroad and in Germany*;
- **Institution building, governance and policy developing:** elaborating schemes in view of establishing or overhauling *management structures*: defining statutes, organizing interdisciplinary and cross-sector *working groups*, technical networks, clusters, and coordinating all the activities involved;
- **Intercultural consulting and management,** vast experiences, acquired mainly in Central Asia and Russia/Southeast Europe (8,5 years), Southeast Asia (3,5 years); Madagascar (since 05/05);
- **Capacity building:** recruiting and training personnel; team work and motivation of staff;
- **On-the-job training,** individual consultancy and carrying out *workshops/seminars*; elaborating training curricula;
- **Branding Destinations and Investment Places:** drafting and implementing *innovative and sustainable concepts* (Corporate Identity: mission statement, values, guidelines and vision);
- **Marketing Destinations and Investment Places:** drafting and implementing *strategic tourism destination/investment place marketing* concepts, to attract visitors, business people, and investors;
- **Integrated (Eco-)Tourism Development:** drafting and implementing *integrated concepts*, in view of biodiversity conservation, economic growth and generating new jobs, particularly on the community level ("*pro poor tourism*");
- **Building up and managing cross-sector relationships** with key stakeholders, in an effort to creating *clusters* and leveraging local impact or/and market position;
- **Negotiating and cooperating** with local *project stakeholders*: private entrepreneurs, potential investors, politicians, high and medium-level government officials, representatives of knowledge institutions, NGOs and international organizations;
- **Drafting and carrying out public awareness** initiatives; *presenting* management and marketing topics with technical media support, to small and large audiences;
- **Setting up** integrative work programs/action plans; budgeting;
- **Setting and achieving strategic objectives** within project groups;
- **Leading missions,** where a "*pioneer*" spirit is needed; leading people and motivating the team for a common cause.
- **Communicating** with *public media*: personal contacts, interviews, press talks and conferences; *newsletters*;
- **Proficiency** in *journalism* (text and photography).

3.1 Experience acquired abroad:

<i>Date:</i>	<i>Country/Mandate by:</i>
04/76 - 06/79	Vietnam, Laos, Thailand, Singapore, Iraq/German Foreign Office
12/94 - 03/02	Kyrgyzstan and Central Asia/GTZ-CIM
05-06/02	Argentine/Embassies of Germany and France, Buenos Aires
04/02,11-12/02; 03/03	Montenegro/GTZ
04/03-10/03;10/04; 11/04- 01/05	Russia/Ministry of Economics of North Rhine-Westfalia and Volga-Don Association; (GTZ-CIM)
11/03+04-05/04	Croatia/GTZ
06-07/04	Kosovo/IFES, EAR
02-04/05	Bulgaria, Turkey/Hochtief AG
05/05-04/07	Madagascar/Conservation International (CI)

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4. Professional Experience:

4.1 Present Position:

Resident Advisor on Tourism/Eco-Tourism to the President of the Republic of Madagascar

4.2 Years of Professional Experience:

32 years altogether

4.3 Professional Experience Record:

<i>Date:</i>	05/05-04/07
<i>Location:</i>	Madagascar (Antananarivo)
<i>Organizations:</i>	Office of the President of the Republic of Madagascar; Conservation International, Antananarivo and Washington, D.C.
<i>Position:</i>	Resident Advisor on Tourism/Eco-Tourism to the President of the Republic of Madagascar
<i>Description:</i>	<p><i>Establishing and facilitating a Madagascar Promotion Network:</i></p> <ul style="list-style-type: none"> • Concepts and first implementation phase following the President's vision "Madagascar – naturellement!"; three concepts: <i>Branding Madagascar, Marketing Madagascar, National Tourism Development Programme Madagascar: Madagascar as an Eco-Travel Destination and Investment Place</i>; active support to the <i>Madagascar Action Plan 2007-2012 (MAP, www.madagascar.gov.mg/MAP)</i>; • Defining an integrated government/private sector strategy, facilitating Malagasy institutions and international donors to support the strategy; planning the eco-tourism development: preparing investment portfolios and attracting investors; planning the resources and infrastructure needed to support eco-tourism development at a national level; identify cross-sector and inter-level "points of contact"; • Inciting the founding of a local think tank and special "Cultural Heritage" task team, the <i>Antananarivo Upper Town Creative Circle Association "TAHIRY"</i>

<i>Date:</i>	02-04/05
<i>Location:</i>	Bulgaria and Turkey (Sofia, Smolyan, Pamporovo; Varna, Tsarevo, Black Sea Coast; Kshadasi); Germany
<i>Organization:</i>	HOCHTIEF Development, Essen
<i>Position:</i>	Manager Tourism Development
<i>Description:</i>	Consulting on future Public Private Partnership (PPP) projects within the HOCHTIEF programme <i>Integrated Tourism Development (ITD)</i> for selected areas in Bulgaria; talks with Ukraine representatives in view of similar initiatives on Crimea peninsula; assessment on organized vacation and behaviour of target groups on a coastline partially developed for tourism (North of Kshadasi/Turkey)

<i>Date:</i>	10/04; 11/04-01/05
<i>Location:</i>	Russia (Sotchi) and Germany
<i>Organization:</i>	Centre for International Migration and Development (CIM), Frankfurt
<i>Position:</i>	CIM Agent
<i>Description:</i>	Participating in the 3 rd International Business Forum "Kuban 2004"; identifying a German-Russian <i>PPP project</i> to the benefit of developing sustainable tourism in the Kuban region; acquisition of business partners; participation in the World Travel Market (WTM), London

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<i>Date:</i>	06-07/04
<i>Location:</i>	Kosovo (Pristina)
<i>Organizations:</i>	Association of Kosovo Municipalities (AMK); International Foundation for Election Systems (IFES Ltd., London), European Agency for Reconstruction (EAR)
<i>Position:</i>	Short-Term Advisor on Sustainable Tourism, Culture and Civic Promotion
<i>Description:</i>	Preparation, implementation and facilitation of the Analysis Group on <i>sustainable tourism, culture and civic promotion</i> ; drafting Policy Statement and Implementation Guideline

<i>Date:</i>	11/03 and 04-05/04
<i>Location:</i>	Croatia (Split, Dubrovnik, Zupa-Dubrovacka; Orebic)
<i>Organizations:</i>	County Tourist Board Split; Association of Private Accommodation Providers, Zupa-Dubrovacka (PZV), Orebic Tourism Association; German Agency for Technical Cooperation (GTZ)
<i>Position:</i>	GTZ Consultant on Sustainable Tourism
<i>Description:</i>	Drafting a medium-term <i>Integrative Marketing Strategy Concept</i> for the Association of Private Accommodation Providers, within a future Destination Management for the Dubrovnik Riviera

<i>Date:</i>	04/03 – 10/03
<i>Location:</i>	Russia (Nizhnij Novgorod, Samara, Kostroma)
<i>Organizations:</i>	North-Rhine Westfalia Ministry of Economics and Traeger- und Foerder-Verein Wolga-Don e.V., Duesseldorf (NRW) <i>Volga-Don Association</i>
<i>Position:</i>	Resident Economic Representative of North-Rhine Westfalia in Regions of Russia
<i>Description:</i>	<i>Interim Management:</i> Leading an office team that was spread over three geographically distant offices: <ul style="list-style-type: none"> • Repositioning the Nizhnij Novgorod Head Office; • Drafting a <i>public-private marketing strategy</i> for the Volga-Don Association to promote the region as an investment place; contacting potential investors and trade partners; lobbying German private business with regional government authorities; organizing business delegation visits from Germany to Nizhnij Novgorod

<i>Date:</i>	04/02, 11-12/02 and 03/03
<i>Location:</i>	Montenegro (Podgorica and various towns)
<i>Organizations:</i>	National Tourism Organization of Montenegro, Podgorica; German Agency for Technical Cooperation (GTZ)
<i>Position:</i>	GTZ Consultant on Sustainable Tourism
<i>Description:</i>	Expertise and 1 st phase of implementation on <i>restructuring the NTO of Montenegro</i> ; drafting a business plan for the Tourist Offices of Budva and Bar
<i>Date:</i>	09-10/02

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Location:	Argentina (Buenos Aires, Salta/Altiplano, North-West Argentina)
Organizations:	Secretaría Nacional de Turismo y Deporte, Buenos Aires <i>National Secretariat on Tourism and Sports of Argentina;</i> Embassies of Germany and France
Position:	Freelance Consultant on Sustainable Tourism
Description:	First <i>Analysis on tourism potentials</i> in Argentina's North-West provinces (projected French-German cooperation)

Date:	02/00 – 03/02 and 05-06/02
Location:	Kyrgyzstan (Bishkek)
Organizations:	Office of the President of the Kyrgyz Republic and Kyrgyz Association of Tour Operators; Centre for International Migration and Development (CIM), German Agency for Technical Cooperation (GTZ)
Position:	Resident Advisor (“Integrated Expert”) on Sustainable Tourism to the President of the Kyrgyz Republic and the Kyrgyz Association of Tour Operators
Description and Results:	<p><i>Following the first and the second phase (see below), the third phase focussed on working at a national policy and planning level: Initiating cooperation of government and private sector; Internal Marketing: Boosting service and tourism consciousness (“Year of Tourism 2001”); appointed “Personal Consultant on Tourism to the President of the Republic”, acting within a special consultancy team, including Dr Carl Hahn (economics), former Volkswagen CEO, and Dr Ernst Albrecht (politics), former Minister President of Lower Saxony.</i></p> <p><i>Activities in Partnership with Local Decision Makers:</i></p> <ul style="list-style-type: none"> • <i>Initiating moves toward creating a destination brand (“Corporate Identity”: mission, values, destination guidelines, vision, goals/objectives, strategies);</i> • <i>Providing senior leadership to the Kyrgyz Association of Tour Operators;</i> • <i>Establishing a cooperation and service network (“Kyrgyz Tourism Network”), including donors and their partners;</i> • <i>Drafting a destination management and marketing blueprint;</i> • <i>Institution building: “Kyrgyz Promotion Board”;</i> • <i>Publishing the handbook and instruction manual “The Kyrgyz Way to Branding”;</i> • <i>investment promotion: Actively supporting the set-up of a “One-Stop Shop”;</i> <p><i>Results:</i></p> <ul style="list-style-type: none"> • <i>Local people have become aware of tourism as an option to generate incomes and create new jobs.</i> • <i>Kyrgyzstan’s number of visitors has substantially increased, the country has profiled itself as a high-mountain adventure eco-tourism destination on the Great Silk Road.</i> • <i>Kyrgyzstan’s tour companies, having considerably increased in numbers, have organized themselves within associations, improved their services, and turned out economically viable. They cooperate within the region (“Silk Road Group”), dispose of their own web sites, and participate in international tourism fairs and exhibitions.</i> • <i>Two Bishkek institutes, the Academy of Tourism and the Academy of Finances and Economics, are committed to educating students and training practitioners, both of them also using the instruction manual “The Kyrgyz Way to Branding”.</i> • <i>Due to a coherent “Strategy of Joint Leadership”, concerted activities of both the Government, NGOs, and the private sector have made considerable progress.</i> • <i>“Year of Tourism 2001”: The President of the Republic proclaims sustainable tourism development as an economic priority in Kyrgyzstan.</i> • <i>2003 Commemoration Year of “Kyrgyz Statehood”: Besides other sources, the handbook and instruction manual “The Kyrgyz Way to Branding” served as a basic tool.</i>

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Date:	12/94 – 02/00
Location:	Kyrgyzstan (Bishkek)
Organizations:	State Committee of Tourism and Sport/Kyrgyz Association of Tour Operators; CIM, GTZ
Position:	Resident Advisor (“Integrated Expert”) on Sustainable Tourism
Description:	<p><i>First phase: Developing sustainable tourism from scratch:</i></p> <ul style="list-style-type: none"> • “Guerilla Marketing Strategy”; • <i>Capacity building/training and advanced training</i> (benchmarking on mountain countries in Europe and the Americas); • <i>Institution-building</i>: providing initial leadership and creating team spirit within the Kyrgyz Association of Tour Operators; • Cooperation with public media (local, foreign); • <i>Internet marketing; fam trips; fairs and exhibitions</i> (ITB Berlin, WTM London), <i>Sales Guide to Kyrgyzstan</i>; • Cooperation with the World Tourism Organization (WTO-chapter Silk Road Countries, “Global Code of Ethics in Tourism”); • Cooperation with the World Travel and Tourism Council (WTTC-initiative GREEN GLOBE); • <i>Responsible for budgeting and fund-raising</i> throughout the entire mission in Kyrgyzstan; <p><i>Second phase: Regional tourism development:</i></p> <ul style="list-style-type: none"> • Cross-border cooperation (“Marketing Region Central Asian Silk Roads”); • <i>elaborating destination profile, logotype</i> (“Kyrgyz Republic – Land of the Tien Shan – Oasis on the Great Silk Road”); • <i>complete Corporate Design</i>

Date:	12/87- 11/94
Location:	Germany/Bavaria (Nuremberg)
Organization:	Congress- und Tourismus-Zentrale Nuernberg <i>Nuremberg Convention and Tourist Office</i>
Position:	Marketing Director
Description:	<p><i>Promoting City Marketing for Nuremberg</i>; drafting and implementing new ways to customer-driven sustainable tourism business (Dialogue Marketing):</p> <ul style="list-style-type: none"> • <i>Elaborating a tourism concept</i>; • Opening up Nuremberg for the East European source market; • Capacity building: Drafting a coherent <i>Staff Capacity Building System</i>; drafting and organizing corporate training and advanced training; identifying <i>sales incentives, cost-cut and streamline potentials</i> within the Booking and Reservations department; • <i>Developing new tourism products and service features</i> (VIP packages, “Nuremberg Excursions”, new event opportunities); • Performing internal and external audiovisual Nuremberg tourism trade presentations and carrying out product trainings; moderating tourism events, carrying out sales trips; • Editing and publishing the annual <i>Sales Guide to Nuremberg</i> and the travel package catalogue <i>The Nuremberg Funnel</i>; • Public Relations; • Public media: Publishing trade articles and travel reports for the Nuremberg’s monthly “MonatsMagazin” and tourism trade magazines (i. e. “FVW International”); providing translating and interpreting services; photography; • Special corporate mission: Drafting a concept on how to decently integrate into tourism the remnants of the former NS-Party Rally area (“Reichsparteitagsgelaende”), as part of the City’s historic heritage and object of general interest, in a sense of “admonition against hatred and appeal to tolerance”

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Date:	08/87 – 11/87
Location:	Germany/Hessen (Darmstadt)
Organization:	"touristik aktuell", a tourism trade magazine published by Jaeger Verlag <i>publishing house</i>
Position:	Freelance Journalist
Description:	Field reporting (text and photography; interviews; press conferences); various tasks in the editing office

Date:	04/86 – 07/87
Location:	Germany/North-Rhine Westphalia (Brilon, Hochsauerland recreation area)
Organization:	Verkehrsverein Brilon <i>Association of Tourism</i>
Position:	Tourism Director
Description:	<p><i>Managing the Tourist Office, including budgeting:</i></p> <ul style="list-style-type: none"> • Managing and promoting local <i>eco-tourism</i> assets; • Integrating Community and private business sector, social associations and institutions into tourism development; <p><i>Consolidating the newly-founded Association of Tourism ("Verkehrsverein");</i></p> <ul style="list-style-type: none"> • Drafting a <i>marketing concept</i>; • Applying new ideas as to <i>product design, event marketing, and visitor services</i>; • Publishing information and promotion materials; composing travel package "modules" and a slide show; organizing and moderating theme evenings and road shows; • Organizing Brilon's participation in trade fairs; • Close cooperation with the Municipality's Cultural Department, the Churches and political Parties

Date:	10/85 – 04/86
Locations:	Germany/North-Rhine Westphalia (Duesseldorf and Cologne)
Organizations:	- Reisebuero Alt und Jung <i>Travel Agency</i> , Duesseldorf - Akademie fuer Wirtschaftsberufliche Bildung, Koeln - <i>Academy of Training in Economics</i> , Cologne
Positions:	- Office staff - Teacher in German trade correspondence and commercial English language/advanced level
Description:	Interim positions held after passing the economics examination

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Date:	01/81 – 09/83
Location:	Germany/Hessen (Frankfurt/Main)
Organization:	Deutsche Zentrale fuer Tourismus <i>German National Tourist Board</i>
Position:	Director of Training and Advanced Training
Description:	<p><i>Facilitating the entire GNTB training and advanced training chapter and guiding 20 apprentices and trainees:</i></p> <ul style="list-style-type: none"> • <i>Establishing and implementing a new corporate scheme on staff training and advanced training ("seminar matrix");</i> • <i>Extending corporate tourism training capacities;</i> • <i>Identifying new seminar providers and themes;</i> • <i>Staff capacity building; holding internal and external tourism lectures/seminars; cooperating with the Chamber of Industry and Commerce (IHK), vocational schools, labour offices, official examination commissions and steering committees;</i> • <i>Providing regional consulting on tourism career opportunities, offered by local Hessen employment offices;</i> • <i>Taking over special tasks for the GNTB Management Board (external representation of the GNTB)</i>

Date:	09/79 – 12/80
Location:	Germany/Baden-Wuerttemberg (Schonach, Black Forest recreation area)
Organization:	Kurverwaltung Schonach <i>Health Resort Tourist Office</i>
Position:	Tourism Director
Description:	<p><i>Managing the Tourist Office, including budgeting:</i></p> <ul style="list-style-type: none"> • <i>Managing and promoting local eco-tourism assets; integrating Community and private business sector, social associations and institutions into tourism development;</i> • <i>Developing tourism consciousness: drafting and implementing new ideas on event marketing, product design; revitalizing the local culture scene;</i> • <i>Organizing and moderating traditional shows and „Fun Trekking“ full-day excursions;</i> • <i>Visitor services; publishing information and promotion materials; composing travel packages;</i> • <i>Participating in trade fairs and exhibitions</i>

Date:	08/75 – 06/79
Locations:	Germany (Federal Capital Bonn); Viet Nam (Hanoi), Laos (Vientiane), Singapore, Irak (Baghdad)
Organization:	Auswaertiges Amt <i>Foreign Office of the Federal Republic of Germany</i>
Position:	Secretary-Assistant to the Executive Officer or Ambassador
Description:	<p><i>Aptitude for assignments to hardship posts; "pioneer" mission after the Viet Nam War:</i></p> <ul style="list-style-type: none"> • <i>Supporting the opening of the first West-German Embassy in Hanoi and the closing of the former Embassy in Saigon (Ho-Chi-Minh City);</i> • <i>Mail Courier for EC diplomatic missions; VIP servicing;</i> • <i>Responsible for telex and encrypting services at Singapore and Baghdad embassies; organizational tasks; administration work; consular support</i> • <i>Special intermediary mission to Bangkok, for the reputed German TV journalist Dr. Peter Scholl-Latour</i>

5. Other Skills/Special Themes of Interest:

5.1 Other Skills:

- Application licence of Prof. Dr. Vester’s® “Sensitivity Model” (see 5.2)
- Certified vocational trainer (Chamber of Industry and Commerce/IHK Frankfurt/Main)
- Demonstrating and presenting; moderating meetings, conferences, seminars
- Audiovisual presentations
- Creativity techniques (Meta Plan technique, brainstorming/-writing, mind mapping)
- Journalism (reports, essays, features; press photography)
- Fully computer literate

5.2 Special Themes of Interest:

- Developing new structures/networks/marketing regions (“re-defining/re-inventing”); managing cooperation projects; Corporate Identity; destination and product *branding*
- State/Destination philosophy: *governance*, civic issues
- *Markentechnik* (after Hans Domizlaff); brand management as a psychological method on sustainably positioning products, organisations, destinations
- Prof. Dr. Vester’s *Sensitivity Model based upon the Interconnected System Analysis*: Managing complex systems (Frederic Vester GmbH, Munich)
- *Balanced Scorecard*, a measurement, management and communication tool for enterprise, government and non-profit agencies (Robert Kaplan/David Norton)
- Public Relations and communication; *Dialogue Marketing*/Internet Marketing
- Identifying and implementing Public Private Partnership (*PPP*) projects
- Socio-ecological aspects: *equitable trade*; tourism/transportation and *renewable energies*
- UNWTO¹ program: *Sustainable Tourism – Eliminating Poverty (ST-EP)*
- UNWTO methodology: *Tourism Satellite Account (TSA)*
- PATA²: *“Total Tourism Philosophy (TTP)”*
- Foreign cultures and languages
- Ancient trade roads as networks of exchanging ideas (benchmark: The Silk Roads)
- Reading, writing and photography
- History, geography, politics, culture, religion; national economies and ethical impact

5.3 Language Skills: (mark 1 to 5 points for competence)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
German	5	5	5
English	5	5	5
French	5	5	5
Russian	3	3	2
Spanish	4	3	4

5.4 Guest Professorships (Tourism Management and Marketing):

- Fachhochschule (technical college), Biberach/Riss (since 03/06)
- Academy of Finances and Economics, Bishkek (02/00 - 03/02)
- International Academy of Tourism, Bishkek (12/94 - 03/02)
- German Academy of Tourism (DSFT), Berlin (12/87-11/94)
- University of Wuerzburg (12/87-11/94)

¹ UNWTO: United Nations World Tourism Organization

² PATA: Pacific Asia Travel Association

5.5 Recent Publications

- **MADAGASCAR: Branding, Marketing, Promotion** – Handbook and Instruction Manual on the Vision “Madagascar – naturellement!” for Professionals and Students; a Leadership Tool in Branding, Destination Management, Marketing;
- **The Kyrgyz Way to Branding** – *Corporate Design Handbook and Instruction Manual for Tourism Promotion and Investment Marketing of the Kyrgyz Republic*: Complete edition, text and photographs; book and CD-ROM
- *The Sales Guide to Kyrgyzstan*: 13 editions including specials; text and photographs;
- Numerous publications in newspapers, magazines: press releases, destination portraits, travel reports, essays, features, interviews on tourism management and marketing.

5.6 Recent Concepts, Expertises

- Inciting the founding of the *Antananarivo Upper Town Creative Circle Association “TAHIRY”*
- Umbrella concepts: “*Branding Madagascar*”; “*Marketing Madagascar*”; “*National Tourism Development Programme Madagascar*”
- « *Madagascar – naturellement!* » – Suggested joint promotion scheme: Madagascar –Travel Destination and Investment Place
- “*Ecotourism with a Malagasy Smile*” – the Future “*Bandwagon*” of Madagascar
- *Tourism – Implementation Guideline and Policy Statement* for the Association of Kosovo Municipalities
- “*Being different – and improve*” – medium-term Integrative Marketing Strategy Concept for the Association of Private Accommodation Providers, in view of a future Destination Management for the Dubrovnik Riviera
- *Investment Marketing reflections* for Russia’s Volga-Don Federal District
- *Marketing and PR concept* for the Volga-Don Association
- *Expertise on Tourism Institution Building* in Montenegro (restructuring the National Tourism Organization – 2 parts); *Business Plan* for Tourist Offices of Budva and Bar
- *Tourism Promotion in North West Argentina* (in view of a projected French-German cooperation concept)
- *Incentive tourism concept: “Princely Holidays à la Khan”* (Kyrgyzstan)
- *Branding and Marketing concept* for Kyrgyzstan
- *Central Asian Silk Road regional cooperation concept* (special GTZ assignment)
- *Sector policy note on tourism, policy matrix and implementation plan* for Tajikistan (special assignment by Asian Development Bank – ADB).

5.7 Member of Professional Bodies:

- BRANDING/Association Domizlaff Archives on the History and Development of Branding/Markentechnik, Frankfurt/Main
- European Union of Tourist Officers (EUTO)
- Deutscher Journalistenverband (DJV) *German Association of Journalists*
- EUROSOLAR – The European Association for Renewable Energies

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6. Education:

6.1 Second Educational Career *Zweiter Bildungsweg*:

<i>Institution</i>	- Reiseverkehrsakademie Duesseldorf <i>Academy of Tourism</i> ; - <i>International Schools Association (ISA), Geneva</i>
<i>Date</i>	10/83 - 09/85
<i>Degree(s) obtained</i>	Staatl. gepruefter Betriebswirt/international gepruefter Betriebswirt (ISA) economist/national and international examination

<i>Institution</i>	Kollegschule Ackerstrasse, Duesseldorf <i>Private College</i>
<i>Date</i>	10/83 - 09/85
<i>Degree(s) obtained</i>	Examination: Fachhochschulreife College Degree

6.2 Initial Education:

<i>Institution</i>	Fremdsprachenschule Vorbeck, Gengenbach (Baden-Wuerttemberg) <i>Private School of Foreign Languages</i>
<i>Date</i>	09/71 - 05/75 (in between: 13 months of army service)
<i>Degree(s) obtained</i>	Auslandskorrespondent International Correspondent <i>English, French, Spanish</i>

<i>Institution</i>	Commercial apprenticeship with Schwarzwaelder Uhrwerke Fabrik, Burger KG, Schonach, and Kaufmaennische Berufsschule <i>Vocational School, St. Georgen</i>
<i>Date</i>	09/69 - 07/71
<i>Degree(s) obtained</i>	Examination: Industriekaufmann Commercial Clerk/Industry

<i>Institution</i>	Hoehere Handelsschule Hausach <i>Commercial Business School</i>
<i>Date</i>	12/66 - 07/69
<i>Degree(s) obtained</i>	Examination: Mittlere Reife Pre-College Degree