

MAX HABERSTROH

INTERNATIONAL CONSULTANT ON SUSTAINABLE TOURISM
BRANDING, DESTINATION MANAGEMENT, MARKETING

CURRICULUM VITAE – „EXTENDED“



Max Haberstroh

Economist

(staatl./international geprüfter Betriebswirt)

*International Consultant on Sustainable Tourism
Branding, Destination Management, Marketing*

Germany

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1. Proposed Position

- **Consultancy/Management/Promotion of Tourism Destination;
Coordinator, Facilitator**
- Regional and national tourism development/promotion projects; specialties:
Corporate Identity; positioning and Branding, strategy, cross-cooperation

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

3.1 General:

- **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 activities involved;
- **Intercultural consulting and management**, vast experiences, acquired in South America (Argentina, short-term; Brazil, 1 year), Central Asia and Russia/Southeast Europe (9 years), Southeast Asia (3,5 years); Madagascar (2 years);
- **Capacity building:** recruiting and training personnel; team work and motivation of staff; carrying out *workshops/seminars*; elaborating training curricula;
- **Branding and Marketing Destinations and Investment Places:** drafting and implementing *innovative and sustainable concepts* (Corporate Identity: mission statement, values, guidelines and vision); drafting and implementing *strategic 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 ("*Responsible 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**, ("*pioneer*" jobs); leading and motivating for a common cause;
- **Communicating** with *public media*: personal contacts, interviews, press talks and conferences; *newsletters*;
- **Proficiency** in *journalism* (text and photography).

3.2 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/CI (Conservation International)
08/07-07/08	Brazil/ACTO (Amazon Cooperation Treaty Organization)
02/10-05/10	Azerbaijan/GTZ
02/11-10/11	Georgia/BW-I, Egypt/ETA, Zambia/IIPT, Tajikistan/GIZ, Ukraine/GIZ

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4. Professional Experience

4.1 Present Position:

Independent Consultant on Development and Organization of Sustainable/Responsible Tourism

- *Certificate: Cybernetic Strategy on Complexity (EKS® Die Strategie)*

4.2 Years of Professional Experience:

36 years

4.3 Professional Experience Record:

Date:	(08/08) 07/10 – today
Location:	Germany/Baden-Wuerttemberg (Office Schonach im Schwarzwald)
Organization:	World Tourism Foundation (WTF), Washington
Position:	Consultant on Sustainable/Responsible Tourism
Description:	<p>Business focus: Innovation and Cross-Strategies to Sustainable Development:</p> <ul style="list-style-type: none"> • World Tourism Foundation, Inc.: Cooperation and consultancy on future global mission of WTF (non-profit) and World Tourism Network/WTN (for-profit); Results: Basic cross-industry development concept: Blueprints and Executive Summary (co-author); • Product Development: Umbrella Brand and cross-marketing <i>Sustainable/Responsible Tourism and Renewable Energy</i>; publication of essays on Sustainable Tourism and Renewable Energy; feedback and follow-up; intensified contacts with UNWTO and IIPT (International Institute for Peace through Tourism) on the subject; • Extending cross-marketing business contacts: Destination Management Organizations (DMOs), tour/hotel operators and Renewable Energy companies. <p>Consultancies and Conferences in 2011:</p> <ul style="list-style-type: none"> • WTM London (Nov. 7 – 9); IIPT forum ‘Meeting the Challenges of Climate Change’; speaker on ‘Tourism and Energy in the Sign of the Sun’. • Kharkov, Donetsk/Ukraine (August 28 – October 15); German Agency for International Cooperation (GIZ): Support to UEFA EURO 2012 host cities on Investment Place and Tourism Development (positioning, structuring, organization, marketing/promotion). • Dushanbe, Khorog/Tajikistan (June 12 – 23); GIZ: Forum Pamir Invest 2011; presentation/consultancy; investigation on ecotourism opportunities; global analysis: report and photography. • Lusaka/Zambia (May 15 – 20); International Institute for Peace through Tourism (IIPT): 5th IIPT African Conference ‘Meeting the Challenges of Climate Change to Tourism’; key-note and concurrent speaker on cross-promoting Sustainable Tourism and Renewable Energy; concurrent session moderator: ‘Establishing Guidelines and Business Strategies for Sustainable Tourism’. • Egypt (March 30 – Apr. 12); Press trip (with Mr. Dietmar Necke, photo journalist) through the Western Desert oases (invitation by the Egypt Tourism Association – ETA). • ITB Berlin (March 9 – 12); Attending ITB Conventions: Destinations, Eco-Mobility, Corporate Social Responsibility (CSR); business contacts, focus: Sustainable Tourism and Renewable Energy. • Tbilisi/Georgia (Feb. 1 – 4); Baden-Wuerttemberg International (BW-I): Structural Support to the Tourism Sector in Georgia; presentation of strategy and methodology within a EU Twinning Project.

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Date:	05/10 – 07/10
Location:	Germany/Baden-Wuerttemberg (Office Schonach im Schwarzwald)
Organization:	Communities around the Triberg Waterfall Region
Position:	Consultant on Sustainable/Responsible Tourism
Description:	Investment in Quality Tourism <ul style="list-style-type: none"> • “Mills, Farmhouses, and Three Lakes”: Investment project on a former clock manufacturing industry area: basic draft concept of new ideas, designed and made coherent with local identity; public media coverage; • Interviews with local stakeholders, including mayors, hoteliers; • Public media: Publications, interviews, advertising (print and digital/social media)

Date:	02/10 – 05/10
Location:	Azerbaijan (Lankaran and Baku)
Organization:	GTZ German Technical Cooperation and GFA Consulting Group (implementation)
Position:	Consultant on Sustainable/Responsible Tourism
Description:	Private Sector Development: Economic Development of Southern Region <ul style="list-style-type: none"> • Leading role in conception and implementation of a partial development strategy; • Impetus to the founding of a Regional Tourism Development Commission (RTDC) and its relationship with the National Tourism Association (AZTA); • Evaluation of ecotourism development opportunities; product development: homestay, lodges; target markets: domestic and inbound tourism from neighbouring countries/CIS); • Workshops on capacity/institution building, including strategic framework and action plan • Interviews with stakeholders on regional and national level

Date:	08/08 – 02/10
Location:	Germany/Baden-Wuerttemberg (Office Schonach im Schwarzwald)
Organization:	World Tourism Foundation (WTF), Washington
Position:	Consultant on Sustainable/Responsible Tourism
Description:	Business focus: Innovation and Cross-Strategies to Sustainable Development: <ul style="list-style-type: none"> • <i>World Tourism Foundation, Inc.</i>: Cooperation and consultancy on future global mission of WTF (non-profit) and World Tourism Network/WTN (for-profit); creativity input, draft concept modules, team-work via Internet and teleconferences; • Cross-marketing <i>Sustainable/Responsible Tourism and Renewable Energy</i>; • Interventions with UN World Tourism Organization/UNWTO, International Institute for Peace through Tourism/IIPT, Global Marshall Plan Foundation: Authenticity and Branding; <i>Social Business</i> and tourism; religious tourism; papers, presentations and attendance/moderation of relevant workshop groups; • Online Marketing (for myself): Technical update and extension of <i>social networks</i>; • Lectures/workshops on <i>Intercultural Management</i> and specific themes of <i>Sustainable Tourism</i>, delivered at technical colleges and high schools in Germany and abroad

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Date:	08/07-07/08
Location:	Brazil (Brasilia); Amazon Countries
Organizations:	Amazon Cooperation Treaty Organization (ACTO/OTCA); Centre for International Migration and Development (CIM)
Position:	Resident Lead Advisor (“Integrated Expert”) on Sustainable/Responsible Tourism
Description:	<p>Conceptual Input to the Process of Regional Integration and Competitiveness:</p> <ul style="list-style-type: none"> • <i>Methodology concept</i> on how to harmonize and facilitate Continental Amazonia sustainable tourism promotion; • Input on contents and strategy to the <i>Amazonia Destination Year 2009</i>; development within the team; branding principles (excluding the design) and guidelines (<i>‘Amazonia Mágica: Reflexiones básicas</i>), as part of developing <i>supra-regional identity</i>; • Basic Concept of an <i>Amazonia Branding, Corporate Identity and Promotion Manual</i>

Date:	05/07-07/08
Location:	Germany (Bonn/Bad Honnef)
Organizations:	INWENT Capacity Building International
Position:	Participant
Description:	<p>Brushing up foreign language</p> <ul style="list-style-type: none"> • Spanish <p>(preceding my assignment to OTCA, an intergovernmental organization based in Brasilia, but whose official language is Spanish.)</p>

Date:	05/05-04/07
Location:	Madagascar (Antananarivo)
Organizations:	Office of the President of the Republic of Madagascar; Conservation International, Antananarivo and Washington, D.C.
Position:	Resident Lead Advisor on Tourism/Eco-Tourism to the President of the Republic of Madagascar
Description:	<p>Establishing and facilitating a Madagascar Promotion Network:</p> <ul style="list-style-type: none"> • Marketing strategy / product development / market research / niche markets: Mission scope focused on project drafting for a first implementation phase following the President’s vision <i>“Madagascar – naturellement!”</i>; 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)</i>; • Defining an integrated government/private sector strategy concept, 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>. This initiative included important elements of <i>pro-poor tourism</i>, since lower-class people of all ages were addressed to help solve structural and organizational problems on the community level in suburban areas.

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Date:	02-04/05
Location:	Bulgaria and Turkey (Sofia, Smolyan, Pamporovo; Varna, Tsarevo, Black Sea Coast; Kushadasi); Germany
Organization:	HOCHTIEF Development, Essen
Position:	Manager Tourism Development
Description:	Leader of a mission focused on drafting 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 Kushadasi/Turkey)

Date:	10/04; 11/04-01/05
Location:	Russia (Sochi) and Germany
Organization:	Centre for International Migration and Development (CIM), Frankfurt
Position:	CIM Agent
Description:	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

Date:	06-07/04
Location:	Kosovo (Pristina)
Organizations:	Association of Kosovo Municipalities (AMK); International Foundation for Election Systems (IFES Ltd., London), European Agency for Reconstruction (EAR)
Position:	Advisor on Sustainable Tourism, Culture and Civic Promotion
Description:	<p>Preparation, implementation and facilitation of the Analysis Group on <i>sustainable tourism, culture and civic promotion</i>; drafting Policy Statement and Implementation Guideline. The two documents together aim to present the problems and possibilities associated with different themes of local government.</p> <p>My assignment purpose on policy background was to elaborate concepts (within the team) on the following items:</p> <ul style="list-style-type: none"> • Organizational framework and a long-term strategy on sustainable, socially and ecologically responsible tourism; • Establishing Visitor Centres (Tourist Offices in the Municipalities) and a Tourism Commission to operate a Tourism Promotion Board for Kosovo; • Supporting private initiatives and boosting privatisation of hotels; • Fundamental tourism education and training, in order to achieve a competent management; • Becoming "a respectable competitor in the region and beyond", with the help from the Central Government and Municipalities.

Date:	11/03 and 04-05/04
Location:	Croatia (Split, Dubrovnik, Zupa-Dubrovacka; Orebic)
Organizations:	County Tourist Board Split; Association of Private Accommodation Providers, Zupa-Dubrovacka (PZV), Orebic Tourism Association; German Agency for Technical Cooperation (GTZ)
Position:	Lead Consultant on Sustainable Tourism

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Description:	<ul style="list-style-type: none"> • Assignment focused on 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>Activities:</i> interviews, workshops, final presentations; • <i>Results:</i> Improved cooperation of accommodation providers amongst themselves, and their integration in marketing the wider Dubrovnik travel destination
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Date:	04/03 – 10/03
Location:	Russia (Nizhnij Novgorod, Samara, Kostroma)
Organizations:	North-Rhine Westfalia Ministry of Economics and Traeger- und Foerder-Verein Wolga-Don e.V., Duesseldorf (NRW) <i>Volga-Don Association</i>
Position:	Resident Economic Representative of North-Rhine Westfalia in Regions of Russia
Description:	<p>Interim Management: Leading an office team that was spread over three geographically distant offices:</p> <ul style="list-style-type: none"> • Repositioning the Nizhnij Novgorod Head Office (concept and action planning): <ul style="list-style-type: none"> - Organizing the transition after office-sharing with the Westdeutsche Landesbank (West LB) has terminated; - Human Resources: Office staff management and motivation - Relationship management to public and private-sector stakeholders in Nizhny Novgorod and to Russian and German diplomatic and consular officials; - Cooperation with public media; carrying through individual news research and both textual and photographic activities for the Volga-Don Association Newsletter; - Reporting on business and economic issues from the Region; - Individual consultancy for foreign companies on entrepreneurial conditions in Russia and, particularly, in the Nizhny Novgorod Region and organizing business delegation visits to the Region; • Drafting a public-private marketing strategy 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

Date:	04/02, 11-12/02 and 03/03
Location:	Montenegro (Podgorica and various towns)
Organizations:	National Tourism Organization of Montenegro, Podgorica; German Agency for Technical Cooperation (GTZ)
Position:	Consultant on Sustainable Tourism
Description:	<ul style="list-style-type: none"> • Expertise and 1st phase of implementation on <i>restructuring the NTO of Montenegro</i>, following the Montenegro Tourism Master Plan; • Development of tourism structure and organization • Drafting a business plan for the Tourist Offices of Budva and Bar

Date:	09-10/02
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:	Consultant on Sustainable Tourism
Description:	First <i>Analysis on tourism potentials</i> in Argentina's North-West provinces (projected French-German cooperation): Market research, market intelligence – local tourism inventory assessment

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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 Lead Advisor (“Integrated Expert”) on Sustainable Tourism to the President of the Kyrgyz Republic and General Manager of the Kyrgyz Association of Tour Operators
Description and Results:	<p>Third Phase: Eco-Tourism Policy and Planning: <i>Following the first and the second phase (see below), the third phase focused on working at a national policy and planning level: Initiating cooperation of government and private sector; Internal Marketing: Boosting service and Eco-Tourism consciousness (‘Year of Eco-Tourism 2001’); appointed ‘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>Establishing a cooperation and service network (‘Kyrgyz Eco-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> • <i>Development of a National Strategy for Crisis Management, based on recommendations of the World Tourism Organization (WTO/UNWTO).</i> <p><i>Outcome:</i></p> <ul style="list-style-type: none"> • <i>Local people have become aware of Eco-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 Eco-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>

Date:	12/94 – 02/00
Location:	Kyrgyzstan (Bishkek)
Organizations:	State Committee of Tourism and Sport/Kyrgyz Association of Tour Operators; CIM, GTZ

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Position:	Resident Lead Advisor (“Integrated Expert”) on Sustainable Tourism; Co-Founder and General Manager of the Kyrgyz Association of Tour Operators
Description:	<p>First phase: Developing sustainable tourism from scratch:</p> <ul style="list-style-type: none"> • ‘Guerilla Marketing Strategy’: an intelligent ‘strategy with little money only’; • <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 (KATO); • Cooperation with public media (local, foreign); press trips to Kyrgyzstan; • <i>Internet marketing; fam trips; fairs and exhibitions</i> (ITB Berlin, WTM London), <i>Sales Guide to Kyrgyzstan</i>; • Cooperation focus with Helvetas (Swiss technical cooperation NGO); complementarity of community-based Eco-Tourism projects (Helvetas) and external marketing (KATO); • 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 (GREEN GLOBE); • <i>Budgeting and fund-raising</i> throughout the entire mission in Kyrgyzstan <p>Second phase: Regional tourism development:</p> <ul style="list-style-type: none"> • Cross-border cooperation (<i>‘Destination Marketing Region Central Asian Silk Roads’</i>); • Cooperation with the Aga-Khan Development Network (AKDN): Eco-Tourism Study Issyk-Kul region; • Elaborating destination profile, logotype (<i>‘Kyrgyz Republic – Land of the Tien Shan – Oasis on the Great Silk Road’</i>); • <i>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>Promoting City Marketing for Nuremberg; 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 xenophobia and hatred, defense of ethic values and appeal to cultural 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>Managing the Tourist Office, including <i>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</i> ("Verkehrsverein");</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 Municipality's Cultural Department, 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

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

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Description:	<p>Facilitating the entire GNTB training and advanced training and guiding 20 apprentices and trainees:</p> <ul style="list-style-type: none"> • <i>Establishing and implementing a new corporate scheme on staff training and advanced training</i> ("seminar matrix"); • Extending corporate tourism training capacities; • <i>Identifying new seminar providers and themes;</i> • Staff capacity building; <i>holding internal and external tourism lectures/seminars;</i> cooperating with the Chamber of Industry and Commerce (IHK), vocational schools, labour offices, official examination commissions and steering committees; • Providing regional consulting on tourism career opportunities, offered by local Hessen employment offices; • Taking over special tasks for the GNTB Management Board (representation of GNTB)
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Date:	09/79 – 12/80
Location:	Germany/Baden-Wuerttemberg (Schonach, Black Forest recreation area)
Organization:	Kurverwaltung Schonach Health Resort Tourist Office
Position:	Tourism Director
Description:	<p>Managing the Tourist Office, including <i>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; • Developing tourism consciousness: drafting and implementing new ideas on event marketing, product design; revitalizing the local culture scene; • Organizing and moderating traditional shows and „Fun Trekking“ full-day excursions; • Visitor services; publishing information and promotion materials; composing travel packages; • Participating in trade fairs and exhibitions

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

5. Other Skills/Special Themes of Interest

5.1 Other Skills:

- **Certificate: Cybernetic Strategy on Complexity¹ (EKS® Die Strategie)**
- Licence of Prof. Dr. Vester's® "Sensitivity Model", *based upon Interconnected System Analysis* (Malik Management Zentrum St. Gallen/Management, Cybernetics & Bionics)
- Creativity techniques ("Quickstorming"; mind mapping, meta plan, brainstorming/-writing)
- Certified vocational trainer (Chamber of Industry and Commerce/IHK Frankfurt/Main)
- Presenting; moderating meetings, conferences, seminars; audiovisual presentations
- Journalism (reports, essays, features; press photography)
- Well versed in MS-Office (Word; Excel); Adobe and computer literate in general

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
- Public Relations and communication; *Dialogue Marketing/Internet Marketing*
- Identifying and implementing Public Private Partnership (*PPP*) projects
- *Sustainable/Responsible Tourism and Renewable Energies*
- Foreign cultures and languages
- Supra-Regional Cooperation: Continental Amazonia; 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 (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
Spanish	5	4	5
Portuguese	4	3	3
Russian	3	4	3

¹ „By cybernetics (from the Greek *kybernetes*, „steersman/helmsman“) we understand the perception, control (steering), and self-regulation of interconnected processes with minimal expenditure of energy. Apt as the term is for new intellectual models, it has often been equated with control technology and computer guidance ..., with the result that it is frequently misunderstood. For this reason, we should do better to speak of 'biocybernetics'. Even according to its founder, mathematician Norbert Wiener, cybernetics has its true origin in the world of living matter" (Frederic Vester, *The Art of Interconnected Thinking*, English version 2007, page 150).

5.4 Guest Professorships (Tourism Management and Marketing):

- Campus M21, Munich (initialized 03/09)
- Stenden University, Leeuwarden/Netherlands (initialized 10/08)
- High School, 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)

5.5 Publications (Essays):

- ***Wheels for Peace and Sustainable Tourism in the Region (Reinventing the Silk Roads)***; Skype-presentation at the 2011 TRI Silk Road conference, Tashkent, Uzbekistan;
- ***Sustainable Tourism to be propelled by Renewable Energy***; published via pr-gateway;
- ***Sustainable Tourism and Renewable Energy – 11 Questions and Answers***; Interview with Mr. Agha Iqrar Haroon, President of the Regional Tourism Initiative (TRI);
- ***Renewable Energy – the ‘DNA’ of Sustainable Tourism***; address to the IIPT panel at the World Travel Market (WTM), London: “Meeting the Challenges of Climate Change”;
- ***Tourism and Renewable Energy in the Sign of the Sun***; Travel Impact Newswire;
- ***As Climate Changes – So Does Tourism: Linking Sustainable Tourism and Renewable Energy as a cross-industry alliance***; key-note at 5th IIPT African Conference 2011, Lusaka;
- ***A Convenient Truth for Tourism: Cross-Promotion of Sustainable/Responsible Tourism and Renewable Energy***; eTurboNews;
- ***Put a Clover on Your Heart: Cross-promoting Renewable Energy and Sustainable/Responsible Tourism – an integrated solution*** (IIPT Conference 2008).
- ***The Silk Roads of Faith: Communism – Capitalism – Spiritualism?*** Contribution to UNWTO-Study “Religious Tourism in AsiaPacific”;

5.6 Published Expertises:

- ***Mills, Farmhouses, and Three Lakes***: Basic ideas on an investment project for the Triberg Waterfall Region (Quality Tourism); local public media;
- ***Amazonía Mágica: Reflexiones básicas*** – input to creating Continental Amazonia Brand and Corporate Identity;
- ***MADAGASCAR: Branding, Marketing, Promotion*** – Handbook and Instruction Manual on the Vision “Madagascar – naturellement!”; 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/marketing.

5.7 Expertises, Concepts:

- ***Innovative Oases along the Silk Roads?*** Basic Outline and Specific Rationale (drafts) for UNWTO
- ***Central Asia Silk Road Tourism – Outline of Strategy Proposal*** for UNWTO
- ***Methodology Concept and Temporary Basic Strategic Option Amazonia***
- ***Inciting the founding of the Antananarivo Upper Town Creative Circle Association “TAHIRY”***

MAX HABERSTROH

INTERNATIONAL CONSULTANT ON SUSTAINABLE TOURISM BRANDING, DESTINATION MANAGEMENT, MARKETING

- 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 evolve* – 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).

5.8 Member of Professional Bodies:

- TIES – The International Ecotourism Society
- International Core Group (ICG) of The Region Initiative (TRI)
- VTOA – Verein zur Förderung des Tourismus in Osteuropa, Vorder- und Mittelasien e.V. *Association of Promoting Tourism in Eastern Europe, Near and Central Asia*
- EUROSOLAR – The European Association for Renewable Energy
- Deutscher Journalistenverband (DJV) *German Association of Journalists*
- Domizlaff Archiv e.V. *BRANDING/Association Domizlaff Archives on the History and Development of Branding (Markentechnik)*

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

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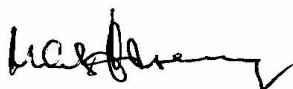
6.2 Initial Education:

<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</i> , St. Georgen
<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

February, 2012



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