

Hans Bernard Lagerweij MBA

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SENIOR TRAVEL & HOSPITALITY EXECUTIVE • INTERNATIONAL MANAGING DIRECTOR / CEO

Expert in delivering international growth • Successful turnarounds • Building award-winning teams

President, CEO, Trustee and committee member with over 10 years of board-level experience in the travel & hospitality industry, with an extensive digital marketing, sales and innovation management background gained from CPG / FMCG.

Acquired North-American and European board-level P&L leadership experience with a portfolio of nine TUI Travel companies (\$280m topline revenue). Managed a privately-owned start-up cruise line (Victory Cruise Lines) and successfully prepared for sale. Successfully delivered business restructuring, turnarounds and continuous improvements, for example at Quark Expeditions, turning a loss-making company (\$8m) around into a successful, profitable organisation, growing double digits, with industry-leading customer satisfaction scores. Initiated international growth strategies at several companies, for example at Exodus Travels, delivering a growth of 30%. Generated business in Asian markets including acquiring a local distributor in China for Quark Expeditions. Managed global vendor and distribution relations, including contract negotiations. Global mindset, having worked and lived in six countries.

Key Skills & Strengths;

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|----------------------------------|---|--------------------------------------|
| • Strategic Planning & Execution | • Sales Management BtoB & BtoC | • Brand Development & Activation |
| • New Business Development | • Account / Consortia Management | • E-commerce & Digital Marketing |
| • Team Building & Motivation | • New Product Development | • Innovation & Creativity management |
| • Recruiting & Developing Talent | • Restructuring & Business Transformation | • Change Leadership |
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PROFESSIONAL EXPERIENCE

Albatros Travel

President Albatros Travel International.

Responsible for merging an Expedition Cruise company, African Safari Camps and DMC's, Greenland hotels and DMC's and Adventure Marathon Tour Operator to one international adventure travel business.

- Copenhagen • Denmark
- 03/'19 – Present

Victory Cruise Lines

President & CEO

Responsible for managing, developing and preparing for sale a privately-owned boutique cruise line start-up, operating two 200pax cruise vessels, with a third new build vessel on order for delivery in 2021.

- Miami • USA
- 02/'18 – 03/'19

- Prepared company for sale and sold to American Queen Steamboat Company as from 1st of January 2019.
- Grew revenue from \$11m in 2017, to \$18m in 2018, to an estimated \$32m in 2019.
- Sold the business with passenger bookings for 2019 at Dec 2018 44% ahead of actual booked passengers in 2018.
- Realized preferred partnerships with Ensemble, Cruise Planners, and Travel Savers travel agent consortia.
- Expanded distribution from US only to Canada, UK, Australia, New Zealand, Japan, China and Israel.
- Grew travel agent database from 164 to 21,600; grew direct consumer database from 1,800 to 24,000.
- Grew social media following, with a focus on Facebook, from 2600 to 9500.
- Relaunched website focusing on lead generation and SEO performance. Increased page 1 search results from 5 key words in Feb 2018 to 69 in Nov 2018.
- Launched travel insurance product; tighten booking conditions to generate cancellation revenue. Increased ancillary revenue from \$0 to \$225K.

TUI Travel / Travelopia

Portfolio Managing Director Adventure Travel

Responsible for managing, developing and preparing for sale a global portfolio of nine adventure travel companies and eleven brands, ten direct reports, 500+ FTE indirectly, full P&L responsibility with £220m revenue, £13m EBITA

- Initiated and implemented global growth plan at Exodus Travels, expanded North-American organisation in Toronto and commenced BtoB business development plans. Delivered +30% international revenue growth to a total of £8.3m

- Crawley • United Kingdom
- 07/'15 – 09/'17

in FY17. Launched FIT “private adventures” unit in addition to group tours; first year revenue £2.5m. Introduced new reservation system & relaunched website. Total revenue growth from £46m 2015 to £63m in 2017.

- Grew Quark Expeditions in Asian markets by acquiring a local distributor, team and office in Beijing. Launched Mandarin website and championed WeChat social medium. Revenue growth from \$9m in FY15 to \$12m in FY17.
- Directed future fleet plan for Quark, including ship renovations, and new build design and yard evaluations.
- Delivered transformation at “World Challenge” after restructuring, reducing overhead costs significantly, and focusing team on delivering excellence in sales with a simplified customer journey. EBITA improvement +£1m.
- Excellence in customer experience, confirmed by industry leading net promoter scores (Exodus; 75, Quark; 76).
- Supported the “transition for sale” process of Travelopia (the TUI Specialist & Activity Travel Companies group), by developing ambitious 3 year growth plans for Exodus Travels and Quark Expedition. In June 2017, Kohlberg Kravis Roberts (KKR) acquired Travelopia.

TUI Travel Plc

• Toronto • Canada

Portfolio Managing Director Specialist & Activity North America

• 06/'13 – 07/'15

Responsible for managing and strategically developing a North American portfolio of four specialist travel companies and seven brands, six direct reports, 150+ FTE indirectly, full P&L responsibility of \$150m revenue, \$9.0m EBITA

- Grew Europe Express from \$45m revenue to \$60m (EBITA \$1m to \$1.5m) Supervised BtoB consortia plan (focus on Signature and Ensemble); targeted “Go Today” brand directly with Groupon and Living Social partnerships.
- Quark Expeditions growth from \$4m EBITA in FY13 to \$7.5m in FY15, by launching two 200-pax ships (Ocean Diamond and Endeavour), expanding from cruise to polar land camps (Arctic Watch and Barneo North Pole) and further focus on social media (Facebook >100K likes, YouTube >1m views).
- Successful turn-around at Zegrahm after restructuring marketing, sales and product development. Concentrated on acquiring new customers with new website and BtoB strategy. EBITA improvement from £(600k) to £400k.
- Initiated top-to-top relationships and gained preferred partnerships with luxury travel agent consortia Virtuoso (for Quark and Zegrahm Expeditions) and Signature (for Quark, Zegrahm and International Expeditions).

Quark Expeditions (subsidiary of TUI Travel Plc)

• Toronto • Canada

President / CEO

• 10/'10 – 10/'14

Responsible for managing, restructuring and turning-around the global market leader in polar travel, selling in 52 countries. Five direct reports, 40+ FTE (plus expedition staff, hotel staff and ship crew). \$60m revenue, \$7m EBITA

- Turned a loss making company around into a successful, profitable organization, growing double digits, with industry-leading customer satisfaction scores. EBITA improved from (8.1m) in FY10 to \$6.6m in FY14. Developed and executed a strategic plan with a focus on occupancy optimization, marketing (emphasis on digital, social and content), sales (concentration on strategic account management and business development in new markets), product innovation and differentiation. Significantly cut down fuel costs, by supervising usage and more efficient bunkering.
- Built an industry “best in class” team, by implementing performance and talent management, recruiting and building talent, cultural change management and practicing an inclusive management style. The team received several awards, notably for innovation, the website, video and virtual reality content, e.g. several Travel Weekly’s Gold Magellan and World Travel Awards
- Became the first expedition cruise company with an external accredited safety management system.
- Developed and implemented a direct customer acquisition strategy, by concentrating on digital marketing (with an immersive responsive website and engaging content), growing direct business from 5% to 20%. Mentioned as “best in class” business case (11 pages) in David Meerman Scott’s book “The New Rules of Sales & Service, how to Use Agile Selling, Real-Time Customer Engagement, Big Data, Content, and Storytelling to Grow Your Business”.
- Championed ancillary revenue focus, developing pre-post cruise products, optional activities, insurance income and fees, to a total of \$4.5m additional revenue.

Sawadee Reizen (subsidiary of TUI Travel Plc)

• Amsterdam • Netherlands

Managing Director

• 12/'08-10/'10

Responsible for successfully managing Sawadee Reizen, a Dutch group adventure holidays company, during the financial crisis. Full P&L responsibility, four direct reports, 35 FTE plus 180 tour leaders. €20m revenue, €900K EBITA

- Achieved double-digit top-line and bottom-line growth in times of a strong economic downturn. EBITA improved from €400k in FY08 to €900k in FY10.
- Relaunched the brand including new visual identity and merged family-adventure portfolio into the main brand.
- Created first TV advertising campaign. Relaunched the website and social media, becoming the Dutch tour operator with most Facebook fans and a top 10 brand on Facebook in the market.
- Supported the development of a sustainability strategy that won the “Green Feather 2012”, the travel industry's award for best sustainable initiative.

PREVIOUS CAREER HISTORY

Distinctive FMCG/CPG career in Marketing, Sales and Innovation Management for 12 years, at British American Tobacco, Kimberly-Clark and Sara Lee, with assignments in the Netherlands, United Kingdom, Germany and Spain.

Sara Lee Global Brand Team	● Barcelona ● Spain
Global Marketing Manager Innovation	● 03/'07 – 12/'08
Kimberly Clark	● Ede ● Netherlands
Customer Business Manager Drug channel, Food & business development	● 04/'06 – 03/'07
Marketing Manager Netherlands, Belgium, Germany, Austria, Switzerland	● 07/'04 – 04/'06
Hakle-Kimberly	● Mainz ● Germany
Senior Brand Manager Hakle and Servus	● 02/'03 – 07/'04
Kimberly-Clark Europe	● Reigate ● United Kingdom
European Brand Manager Huggies	● 06/'01 – 02/'03
Kimberly Clark B.V.	● Ede ● Netherlands
Brand Manager Huggies	● 09/'99 – 06/'01
Associate Brand Manager Kleenex	● 05/'98 – 09/'99
Assistant Brand Manager Kleenex	● 11/'97 – 05/'98
British American Tobacco	● Amsterdam ● Netherlands
Assistant Brand Manager Lucky Strike	● 05/'96 – 10/'97
Sales representative convenience channel, petrol, pubs and hotels	● 01/'96 – 05/'96

NON-EXECUTIVE & COMMITTEE EXPERIENCE

AECO (Association of Arctic Expedition Cruise Operators) ● Tromsø ● Norway
Chair Compliance and Dispute committee ● 2019 ● **COVID-19 health & screening working group** ● 2020

Safer Tourism Foundation ● Guildford ● United Kingdom
Trustee ● 06/'17 – Present
The charity aims to reduce the number of preventable deaths, injuries, & illnesses occurring to people traveling abroad. Key responsibilities; (digital) marketing communications strategy and hiring of marketing communication staff. First communication campaign of the charity focused on pool safety, with 3.4m people actively engaging in 2018.

IAATO (International Association of Antarctica Tour Operators) ● Providence RI ● United States
Member of **Finance committee** ● 2017 Member of **Strategic Advisory Group** ● 2019

SAN (Foundation of Dutch Advertisers) ● Amsterdam ● The Netherlands
Vice-President of SAN jury Leisure Award 2010
Member of SAN jury for Best CPG/FMCG and Best Leisure Advertising Award 1999, 2000, 2005, 2006, 2009.

LANGUAGES

● Dutch (native speaker)	● English (fluent)	● German (fluent)
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EDUCATION AND CREDENTIALS

- **Financial Seminar for Senior Managers** ● Accounting and Finance ● **London Business School** ● 2016
- **Global High Performance Leadership Program** ● **IMD Business School**, Switzerland ● 2014
- **Senior Spokesperson Training** ● **Register Larkin** ● 2010
- **Master of Arts (MA) in Brand, Design and Reputation Management** ● EURIB (European Institute for Brand management) ● 2001-2003
- **Brand Management post MBA course** ● Academy for Management, **University of Groningen** ● 1999-2000
- **Master of Business Administration (MBA)** ● **Erasmus University Rotterdam**, including exchange program to **Hochschule St Gallen** Switzerland ● 1990-1996