

## Hans B Lagerweij

CEO | President | Trustee | NED | Transformational leader



Copenhagen DK & London UK



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**Trustee, Advisor, Committee member, CEO and President** with over 12 years board-level experience in travel and hospitality, with a digital marketing, sales, and innovation management background from CPG / FMCG. Demonstrated governance, diplomacy, and stakeholder's management skills as Chair of AECO's Compliance & Dispute committee and Trustee at the Safer Tourism Foundation. Acquired American and European board-level P&L leadership experience with a portfolio of 9 TUI companies. Demonstrated entrepreneurship by managing a start-up and successfully sold the company. Accomplished business restructuring and change transitions, e.g., Quark Expeditions, turning a loss-making company around into a successful, profitable organization, growing double digits. Recently led 4 Albatros Travel companies through the COVID-19 crisis, by severe restructuring and business rationalization, optimizing cash flow and focus on core business. Initiated international growth strategies, e.g., at Exodus Travels, delivering 30% growth. Developed business in Asian markets including acquiring a local distributor in China.



### Skills

Strategic Planning & Execution	Budgeting & Business Finance	New Business Development
Business / Commercial Acumen	Mergers & Selling Businesses	E-commerce & Digital Marketing
Business Turnarounds	Empowerment & Motivation	Innovation & Creativity
Recruiting & Developing Talent	Restructuring & Transformation	Change Leadership



### Non-Executive & Committee experience

#### ● Chair of Compliance & Dispute Resolution Committee (CDRC)

AECO (Association of Arctic Expedition Cruise Operators, Tromsø, Norway)

- Developed terms of reference and proposed amendments to the bylaws of the organization regarding handling of incidents. Proposals were unanimously approved by all stakeholders and members during its yearly meeting in Oct 2020.
- Proposed and executed a process structure for incident handling and dispute resolution, operating in sensitive regulatory, safety, and environmental areas.

#### ● Committee member "Clean Ships Healthy People" COVID-19 Management

AECO (Association of Arctic Expedition Cruise Operators, Tromsø, Norway)

2019-10 - current

2020-03 - current

2019-05 - 2020-05

- Developed protocols for cruise companies and stakeholders for risk management of COVID-19 focusing on passengers, crew and visiting ports & communities.

● **Member of Strategy Advisory Board**

IAATO (*International Association of Antarctica Tour Operators*), Providence RI USA

- Participated in the development of a new strategic plan and direction.

2017-06 - current

● **Trustee – Non-Executive Director**

Safer Tourism Foundation, Guildford, United Kingdom

- Contributed to the foundation of a charity aiming to reduce preventable deaths, injuries and illnesses occurring to people travelling abroad, including hiring of staff.
- Supported the strategy formulation and digital marketing plan.
- Supervised first communication campaign – focusing on pool safety – actively engaging 3.4m people in the charity's first year of existence.

2017-05 - 2018-04

● **Member of Finance Committee**

IAATO (*International Association of Antarctica Tour Operators*), Providence RI USA

- Reviewed monthly financials, outlining questions and discrepancies and quarterly results. Approved yearly US tax form 990 for non-profits before filing.

2010

● **Vice-President SAN Leisure Awards**

SAN (*Foundation of Dutch Advertisers*), Amsterdam, The Netherlands

- Co-lead a jury of 16 advertising and marketing professionals, evaluating the main campaigns in the industry, awarding the best campaigns with a SAN accent.



**Executive Board Experience**

2019-03 - current

● **President**

Albatros Travel, Copenhagen, Denmark

- Supervised development and introduction of 2 revolutionary X-box new build cruise vessels, maximizing return on investment by doubling operating margin.
- Merged and consolidated 2 independently operating entities in Greenland to one company, including shifting to one reservation, information, and finance system.
- Spearheaded crisis management and business rationalization during COVID-19 crisis, focusing on severe cost cutting (50% overhead reduction), enhancing cash flow management and "back to core" strategic priority planning.

2018-01 - 2019-03

● **President & CEO**

Victory Cruise Lines, Miami, FL USA

- Reorganized, developed, and prepared for sale a privately-owned cruise line start-up, operating 2 cruise vessels. Sold to American Queen Steamboat Company.
- Increased revenue from \$11m in 2017, to \$18m in 2018, to \$32m in 2019.
- Sold the business with passenger bookings for 2019 44% ahead vs 2018.

2015-07 - 2017-09

● **Portfolio Managing Director Adventure Travel Division**

TUI Travel / Travelopia Crawley United Kingdom

- Developed, grew, and prepared for sale a global portfolio of 9 adventure travel companies and 11 brands, 500+ FTE, P&L responsibility with £220m revenue, £13m EBITA. Sold to Kohlberg Kravis Roberts (KKR).

2013-06 - 2017-09

- Initiated and implemented strategic growth planning at Exodus. Delivered +30% international growth. Revenue growth from £46m 2015 to £63m.
- Expanded Quark Expeditions in Asian markets by acquiring a local distributor in Beijing. Launched Mandarin website and championed WeChat social medium.
- Transformed "World Challenge" with restructuring, reducing overhead. Focused on delivering excellence with a simplified customer journey. EBITA improvement +£1m.

#### **Portfolio Managing Director Specialist & Activity North America**

*TUI Travel Plc Toronto Canada*

- Optimized profitability and strategically developed an American portfolio of 4 travel companies and 7 brands, 6 direct reports, 150+ FTE indirectly, P&L responsibility of \$150m revenue, \$9.0m EBITA
- Grew Europe Express from \$45m revenue to \$60m. Supervised BtoB consortia plan.
- Realized profit optimization at Quark Expeditions from \$4m EBITA in FY13 to \$7.5m in FY15, by launching 2 new ships, expanding from cruise to polar land camps and focus on social media marketing (Facebook >100K likes, YouTube >1m views).
- Restructured Zegrahm Expeditions. Executed strategy of acquiring new customers with new website and BtoB strategy. EBITA improvement from £(600k) to £400k.

2010-10 - 2014-10

#### **President / CEO**

*Quark Expeditions, Toronto, Canada*

- Restructured and turned-around a loss-making company into a successful, profitable organization. EBITA improved from (8.1m) to \$6.6m in FY14.
- Mentioned as "best in class" business case 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*".

2008-12 - 2010-10

#### **Managing Director**

*Sawadee Reizen, TUI Travel Plc, Amsterdam, Netherlands*

- Reorganized and successfully led an Adventure Travel company during the financial crisis. Achieved double-digit top-line and bottom-line growth in times of an economic downturn. EBITA improved from €400k in FY08 to €900k in FY10.



#### **Education**

2014

##### **Financial Seminar for Senior Managers. Accounting and Finance.**

*London Business School*

2001-2003

##### **Global High Performance Leadership Program**

*IMD Business School, Switzerland*

1999-2000

##### **Master of Arts (MA) Brand, Design and Reputation Management**

*European Institute for Brand Management, Rotterdam, The Netherlands*

1990-1996

**Master of Business Administration (MBA)** *Erasmus University Rotterdam, exchange to Hochschule St Gallen Switzerland*