

CURRICULUM VITAE

Personal Information

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| Citizenship | Canadian and British |

Work Experience

August 2001 to present
The Haywood Group, Inc.
45 rue des Roses, St. Catherine de Hatley, JOB 1WO, Quebec, Canada
Consulting – Tourism and Hospitality Management
President

The Haywood Group's mandate revolves around the development and implementation of strategies for sustainable tourism and hospitality management. Responsibilities include: Managing all consulting activities; project management and liaison; establishing and maintaining collaborative relationships with clients; ; conducting industry workshops, education and training, and other capacity building activities; report preparation and presentation; and, helping organizations create and implement destination marketing and management programs.

Some recent projects include:

- "Tourism expert" associated with the World Centre of Excellence for Destinations (CED); completed two destination evaluation projects recently – Douro Valley (Portugal) and Madeira. Revised their evaluation methodology.
- Vice President Hospitality, Masterpiece Inc. The Haywood Group was contracted to develop organization-wide capabilities and competencies around the concept of hospitality for this operator of luxury retirement residences.
- Creation of a sustainable tourism curriculum for Collegio Khipu, in Cusco, Peru.
- Sustainable tourism development seminars for Counterpart International (a NGO, based in Washington, D.C., involved in poverty reduction in the developing world).
- Strategic approaches to developing tourism in rural communities.
- Destination marketing workshops in Jordan, Brazil, Peru and Israel.

Work experience (cont.)

- Development of a marketing plan for Red Inka, a sustainable tourism portal for SMEs in Cusco and Machu Picchu, Peru.
- Annual assessments of the Canadian hotel industry, published every September in Hotelier magazine.
- Development of training programs on “enlightened hospitality”.

January 1973 – December 2003

School of Hospitality and Tourism Management

University of Guelph, Guelph, Ontario, Canada

Education – Tourism and Hospitality

Professor Emeritus

Over a period of thirty years I led the School’s tourism management programs, M.B.A. (regular and on-line) and B. Comm, and research initiatives:

- Responsible for developing and teaching courses in tourism development, strategic management, and marketing.
- Coordinated tourism research activities.
- Managed relationships with the tourism/hospitality industry.
- Supervised graduate thesis research.
- Designed courses for, and taught, over 200 professional education programs for industry associations and companies in Canada and overseas.
- Published over 200 professional papers, reports, and chapters in books.
- Continue to serve on the editorial boards of various tourism, and hospitality journals, and trade publications
- Honoured to receive Professor Emeritus on retirement

Jan. 1994 – Dec. 1997

School of Hospitality and Tourism Management

University of Guelph, Guelph, Ontario, Canada

Director

- Led the School through a university-wide financial crisis.
- Fostered improved relationships with the industry and the School’s alumni.
- Facilitated the development and implementation of a new strategic plan and other initiatives.
- Raised scholarship monies.
- Improved marketing and communications to prospective students, industry, and internally.
- Created more focused, student-oriented, learning strategies.
- Oversaw the operation of the School’s Advanced Management programs (AMPHI and HMDC).
- Strengthened the School’s commitment to research. Obtained new research grants and consulting projects.

Work experience (cont.)

- Developed new cooperative relationships with similar university and college programs. Strengthened involvement with the Council of Hotel, Restaurant and Institutional Educators (CHRIE).

July 1978 – May 1990

Haywood, Bauer and Associates, Inc.

110 Oxford Street, Guelph, Ontario, Canada

Consulting – Hospitality and Tourism

President

Primary consulting projects were marketing based. Here is a sampling:

- Two annual reports on the state of Canada's Hospitality Industry
- The eating-out market in Timmins, Ontario
- Measurement of government and seminar demand for a new resort
- for the fast food seafood sector
- Segmentation of the foodservice industry for American Express
- Increasing egg consumption in the Canadian foodservice industry
- Evaluation of terminal and ferry services for CN Marine;
- Proposal for a visitor and convention bureau for the City of Guelph;

June 1990 – July 1997

Haywood and Associates

2040 Emerald Crescent, Burlington, Ontario, Canada

Consulting – Tourism and Hospitality

President

Major projects included:

- Tourism/hospitality education study for the Northwest Territories
- Waste management study of Canada's fast food industry
- Feasibility study for Ontario's Walking Center
- Development of "best practice" case studies, for Tourism Canada, in regard to effective training in SME hospitality firms
- Energy decision making studies in both the foodservice and accommodation industry
- Career awareness program for the Ontario Tourism Education Council (OTEC) – the film component won a gold medal at a film festival
- Study for the Ontario Ministry of Tourism examining the integration of tourism, culture and recreation in Ontario in order to encourage rural visitation
- Various feasibility and valuation studies, and marketing plans for conference centers, resorts, and restaurants.
- Development of a strategic plan for Canada's leading Oktoberfest Festival in Canada
- Evaluation of lodging facilities in Iqualuit, Northwest Territories
- Festival re-design for Guelph's Multicultural Festival
- Strategic assessment and plan for a leading national catering firm (CNIB)
- Festival marketing seminars across North America

Work experience (cont.)

- Examination of information sources used by Canadian travel agents.
- Occupational shortage and training needs study for Kitchener/Waterloo

August 1976 – June 1978

Hospitality Marketing, Inc

101 Madison Avenue, Toronto, Ontario, Canada

Consulting – Hospitality and Tourism

Senior Consultant

Worked on a wide range of marketing projects such as: a major marketing and management report on the state of the Canadian hospitality industry; market demand for dairy products in the hospitality industry; and other market analysis reports for suppliers to the hospitality industry

July 1971 – December 1972

Tourism Industry Administration

Seneca College of Applied Arts and Technology

Willowdale, Ontario

Education – Tourism

Course Director

Appointed to be the first director of this community college program. Developed the tourism curriculum; taught tourism courses; administered all aspects of the program – hired faculty; coordinated admissions; liaised with industry; scheduled classes, etc.

1965 – 1971

Assistant Manager, Food Services, University of Guelph

Food and Beverage Controller, Lord Simcoe Hotel, Toronto

Assistant Manager, Digby Pines Hotel, Nova Scotia

Front Office Manager, Four Seasons Hotel – Inn on the Park, Toronto

Tourist Industry Counselor, Ontario Ministry of Tourism, Toronto

Education

September 1986 – April 1998

School of Urban and Regional Planning

University of Waterloo, Waterloo, Ontario, Canada

PhD program (A.B.D.)

September 1970 – April 1972

School of Business

McMaster University, Hamilton, Ontario, Canada

M.B.A. (Marketing)

September 1968 – April 1970

Department of Economics

University of Guelph, Guelph, Ontario, Canada

B.A. (Economics)

September 1962 – April 1965
School of Hospitality and Tourism Management
Ryerson University, Toronto, Ontario, Canada
Diploma (Hospitality and Tourism Management)

Skills in Destination Excellence

My educational background and entire work life has centered around tourism and hospitality, with considerable emphasis on strategic management, marketing (branding), and tourism development issues. Notably, my consulting experience has been well balanced with a predilection toward the practical and pragmatic. I understand the “operational mindset”; speak the “operational language”; and know the necessity of being action-oriented and the need to push for a balanced scorecard of results. I appreciate the complexities and challenges, however, of making businesses profitable and destinations viable and sustainable.

I am a firm believer in making the business case for the sustainable development of tourism, and in revealing how, and exciting others in achieving the potential for becoming “great”. Improving the competitiveness and sustainability of destinations requires deep commitment and a high degree of collaboration among organizations. The process takes time and persistence as many people may need to be weaned from mentalities accepting of mediocrity, or merely being satisfied with ... “good enough.”

As a marketer I see sustainability as a powerful brand asset that enhances integrity and trust, and can be used to build visitation rates and length of stay. Sustainability, therefore, is of consequence not only to the resource, or supply side, of tourism, but to the demand side as well. Totally engaged visitors and guests are a function of fully engaged and content hosts who are proud of their communities, and proud to serve. I am a firm believer in the power of hospitality and the delivery of “gold standard” services.

With improvements to sustainability (ecological, economic and human) come enhancements to the quality-of -life and opportunities to enhance people’s well-being. I encourage people to focus on the long-term and visualize the big picture – a difficult proposition with operators who tend to be pre-occupied with today.

With years of consulting and teaching experience, I am a seasoned evaluator, writer, communicator, and facilitator of change. I work well within a team environment, and as such have developed good listening skills. My perspectives on sustainable tourism are based on (1) evaluating the impacts of unsustainable development and a study of destination life cycles on which I have written extensively, and (2) examining and observing all sorts of tourism businesses and enterprises – what characteristics and attributes distinguish “the best”.

I am familiar with high-tech ways of delivering education and training as I helped create the University of Guelph’s new MBA program based on e-learning, using the internet. I continue to teach the on-line, MBA

hospitality/tourism marketing course. I am computer literate – Microsoft office applications, power point, etc

Caribbean destination experience.

- Researched operational problems encountered by tourism businesses – report published in the book, Tourism in the Caribbean.
- Investigated competitiveness issues – report to be published in the book, Caribbean Tourism.
- Led investigation into tourism and hospitality training needs in Jamaica.
- Keynote speaker at conferences for Caribbean Hotel Schools and Caribbean Studies Association.
- Assessed price/ value relationships of Caribbean tourism – results published in two articles in World Travel and Tourism Review.
- Presented research at the Islands Tourism conferences in Bermuda.

South Pacific destination experience.

- Researched and developed a strategic tourism case study on the Fiji Islands. This case was published in books on strategic management, and tourism and hospitality marketing.
- Keynote speaker at New Zealand's Tourism 2000 Conference – topic was: Tourism Marketing and Product Development in New Zealand.
- Invited back to conduct regional tourism marketing workshops, and an Outward Bound program for tourism industry executives.
- Co-authored a research report on Tourism in China.

North American destination experience.

- Have traveled extensively throughout Canada and the United States
- Know the regional and local markets for the hotel and restaurant industry. Publish an annual market report for the lodging industry trade journal, Hotelier
- Have conducted numerous studies on, and for, the hospitality and tourism industries
- Have been an active member of major tourism and hospitality research associations

Sustainable tourism.

- Examined energy management in Ontario's foodservice and accommodation businesses.
- Evaluated waste management practices in Canada's foodservice industry.
- Published a paper on organizational perspectives on sustainable development in the book, Tourism and Sustainable Development, Monitoring Planning and Managing.
- Have studied and published research on tourism life cycles.
- Have pushed (through speeches and publications) for more responsive and responsible approaches to tourism planning and marketing.
- Have been involved in sustainable tourism development projects in Peru.

Awards

John Wiley and Sons Award for Lifetime Contribution to Hospitality and Tourism Research. Awarded in 1992 at the 47th CHRIE conference

Fellow of the Hotel, Catering and Institutional Institute (HCIMA), London, England. 1995.

Professor Emeritus, School of Hospitality and Tourism Management, University of Guelph, 2003

Board of Directors

Eco-Inn Experience, LLC - a global network and chain of ecologically oriented lodges, Chapel Hill, North Carolina, USA (unable to raise sufficient capital)

McClenaghan Center for Hospitality Training, Hocking College, Nelsonville, Ohio, USA (2004 to present)

Cutten Golf and Country Club, Guelph, Ontario (1982-1996)

International Special Events Education Foundation (1991-1996).

Tourism Research and Education Center, University of Waterloo, Ontario, (1988-1993).

International Academy of Hospitality Research, Virginia Institute and State University, Blacksburg, Virginia (1989-2001)

Served on the editorial boards of eight hospitality/tourism journals and trade magazines