

BRIAN T. MULLIS

CORE CAPABILITIES



Sustainable destination management, development and marketing specialist with 30 years of proven leadership experience in the private, public and civil sectors in 75+ countries. Demonstrated ability to align stakeholder agendas, foster multi-sectoral collaboration and achieve tangible social, economic and conservation outcomes.

Career CEO and social entrepreneur with a successful track record for building businesses, developing and sustaining high performing teams, creating innovative destination management and development solutions, leading global and regional projects and programs, and setting and achieving destination-level objectives.

PROFESSIONAL EXPERIENCE

May 2020–Present as noted

Destination Sustainability – White Salmon, WA

My Personal Mission

Offering a global perspective, mentorship, and advisory support on policy, strategy, planning, product, and marketing that enables Governmental Ministries and DMOs to harness the power of travel and tourism to create positive socio-economic and conservation outcomes at scale.

- **Tourism Advisor for Sierra Leone** (December 2021–Present). Responsible for providing technical advice and support to the Ministry of Tourism & Cultural Affairs and National Tourist Board in order to advance the socio-economic development and environmental sustainability of tourism and facilitate the successful implementation of the WBG Sierra Leone Economic Diversification Project. This includes fostering partnerships, supporting protected area development, scaling up capacity building in the public and private sectors, drafting technical ToRs, supporting procurement, managing contractor deliverables, mobilizing resources, and M&E.
- **Tourism & Conservation Technical Advisor for Rwanda** (November 2020–Present). Acting as a focal point between the IFC and senior decision-makers at the Rwanda Development Board, providing strategic direction and leadership to achieve program results, and supporting resource mobilization and protected area expansion, the piloting of new conservation finance mechanisms, and the development of new tourism products and investment opportunities. Supported the development of the Rwanda Tourism Recovery Strategy and a market portfolio analysis. Secured a US\$100K grant from UNDP to support the recovery strategy and €3M grant from the EU to improve the national statistics system, develop a national place brand, and secure sustainable investment. Supported World Bank Group initiatives in Guyana and Mozambique as well.
- **DMO Management Specialist for Turks & Caicos** (March 2022–Present). Under the Turks & Caicos Islands Ministry of Tourism, co-leading the process of developing a model and drafting the legislation to transition the TCI Tourist Board to a Destination Management Organization (DMO) to coordinate and manage all aspects of marketing, product development, capacity building, tourism intelligence, and regional destination development and a Tourism Regulatory Authority to set, monitor and maintain standards for the tourism sector in order to ensure that tourism has a net positive impact on the destination.
- **Executive Advisor for the Planeterra Foundation** (December 2020–December 2021). Developed a strategy to scale-up community tourism and social enterprise development at a destination level. Initiated partnerships with the Governments of Belize, Jamaica, Panama and Kazakhstan, and helped APTSO secure US\$290K to establish the Panama Community Tourism Alliance and create a positive policy and regulatory environment for community tourism. Built the capacity of the Planeterra management team through coaching and mentorship.
- **Regenerative Tourism** (May 2020–August 2021). Co-led the development and initiated the pilot launch of the Transformational Travel Council's Destination Regeneration program and universal Regenerative Tourism Principles for Destinations to serve as a global framework and process. Secured pilot participation from the

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Willamette Valley Visitors Association in Oregon and Whidbey and Camano Islands Tourism in Washington State.

- **Tourism Technical Advisor for Panama** (July–December 2020). Worked with the Ministry of Tourism to support donor development and develop the Master Plan for Sustainable Tourism Development 2020-2025.

April 2018–April 2020

Guyana Tourism Authority – Georgetown, Guyana

Director

Credited for helping to champion the value of tourism at the highest levels of government, raising the profile and impact of the Guyana Tourism Authority (GTA) in advancing Guyana's tourism sector, and bringing Guyana into the global tourism marketplace as a leading, emerging sustainable destination.

- **Destination Management and Development.** Led the development and implementation of the Guyana Tourism Strategic Action Plan: 2018-2025 and national tourism policy 2019-2020. Co-developed the *Tax Exemption Guide for the Tourism Sector*. Led the revision of the GTA Act, regulations and licensing process. Initiated inter-ministerial and multi-sectorial collaboration through structured partnerships with 15 sister governmental agencies, tourism private sector partner organizations, and NGOs. Secured more than US\$1M in committed grant funding for MSME development and capacity building within indigenous communities. Created and completed a successful pilot of the award-winning Guyana Community-led Tourism Framework and toolkit and a successful MSME Tourism Growth Accelerator program, resulting in new community and tourism enterprises. Markedly increased the number of trainees and trainers benefitting from GTA's capacity building program.
- **Destination Marketing.** Implemented an integrated Marketing & Communications Strategy and a new national tourism website. Secured market representatives in Guyana's core target and investment markets. Received recognition as a leading sustainable destination via six awards from ITB Berlin, LATA, CTO and WTM and as a best destination to visit in 2020 by National Geographic, Travel+Leisure, and Condé Nast Traveler among others. Helped secure US\$160M in advertising revenue equivalent in earned media and increased GTA's social media following by more than 100%. Supported a 16% increase in visitation in 2018 and a 9.75% increase in 2019 during which time tourism became Guyana's second largest export sector.
- **Organizational Development.** Restructured the GTA. Co-created a new mission, vision and organizational goals, as well as job descriptions and new operational policies and systems. Grew staffing by 20%. Markedly increased organizational capacity, efficiencies and effectiveness and improved employee morale. Established a senior management team and built their capacity through mentoring and professional development to lead the GTA into the future.

September 2002–March 2017

Sustainable Travel International – Seattle, WA

Founder / Executive Advisor (October 2016–March 2017), *CEO / Founder* (September 2002–September 2016)

14 years as Founder and CEO of Sustainable Travel International, a globally recognized nonprofit that exists to improve people's lives and the environments they rely upon. Responsible for raising more than \$10M for sustainable development projects in over 100 destinations with an emphasis on better-managed travel and tourism that achieves tangible social, economic, and conservation outcomes.

- **Destination Development.** Extensive work with governments in Asia-Pacific, Africa and the Americas in assessing risks and opportunities; developing multi-sectorial participatory action and investment plans; securing financing for priority projects; implementing tourism development, conservation and educational initiatives and sustainability management and policy frameworks; measuring, monitoring and reporting on impacts and KPIs.
- **Technical Assistance.** Strong track record in providing technical assistance to multinational airlines, cruise lines, hotel chains and tour operators, and to destination authorities worldwide; expertise in performance-based

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project management and leading activities; and extensive experience implementing sustainable tourism policies and standards and destination management, community development, and conservation initiatives.

- **Project Management.** Effective management of program and organizational budgets up to \$2.2M/year; proven ability to cultivate and secure donations up to \$750,000; design and fund multi-year regional initiatives with budgets up to \$1.2M; and secure and manage multiple donor contracts including the following examples:
 - January 2011–December 2015, Programmatic Lead and Oversight of the Sustainable Travel Leadership Network*, an association of forward-thinking organizations working together on the development of sustainability solutions to address industry challenges. Members included United-Continental Holdings Inc., Finnair Group, Royal Caribbean Cruises Ltd., Fairmont Raffles Hotels International, Four Seasons Hotels, and Resorts, RockResorts/Vail Resorts Lodging Company, Xanterra Parks and Resorts, Abercrombie & Kent, Micato Safaris, Nature Air, Pacific Beachcomber / Paul Gauguin Cruises Inc., Carnival Corporation & plc, Travelocity/Sabre Holdings, InterContinental Hotels Group, and Loews Hotels
 - January 2014–March 2016, Project Design, Development, Operations Management, and Oversight of the Sustainable Destinations Alliance for the Americas*, an innovative public-private partnership to build resilience in local communities, improve the way tourism is managed, and enhance competitiveness in Antigua and Barbuda, Aruba, Bahamas, Barbados, Dominica, Honduras, Jamaica, Nicaragua, Panama, Riviera Maya, and St. Kitts & Nevis. Secured and managed \$1.2M in donor and counterpart funding from the Organization of American States, US Government through its Permanent Mission to the OAS, Royal Caribbean Cruises Ltd, and National Tourism Boards. Engaged the Tourism Ministries in each destination and more than 700 government, community, private sector, and civil society stakeholders with support from the Caribbean Tourism Organization and Central America Tourism Integration System. Main responsibilities included provision of ambitious technical vision to 15 staff, 11 grantees, and multiple subcontractors. Project approaches included integration of strategic diagnostic assessments with tourism action plans to guide national strategies, the preparation and implementation of prioritized projects, a monitoring system to enable the tracking of progress over time, and multi-sectorial Destination Stewardship Councils to oversee project implementation.
 - September 2015–September 2016, Project Design, Development, Operations Management, and Oversight for USAID LESTARI*, a five-year intervention to improve livelihoods, incentivize biodiversity conservation, and foster climate-smart green growth in the Leuser Landscape in Aceh and the Katingan-Kahayan Landscape in Kalimantan, Indonesia. Main responsibilities included oversight and operations management of a \$750,000 project, provision of technical assistance, and engagement of the Ministry of Tourism and Creative Economy (MoTCE), provincial-level tourism authorities, and other key stakeholders at a national-level. Project approaches included establishing and supporting the implementation of a framework to enhance existing product, garner PPP investment to support new product development based on existing and potential market demand, and strengthen market linkages. Previous work in Indonesia includes the development of a national blueprint for sustainable tourism and destination management for the MoTCE in 2014; and collaboration with WWF-Indonesia, Royal Caribbean Cruises Ltd, and the private sector on piloting sustainable tourism criteria and indicators in Flores and Komodo National Park in 2010.
 - July–October 2010, Project Design, Development, and Program Implementation for PT Putri Naga Komodo*. Developed a training program through PT Putri Naga Komodo with WWF support and led the implementation of the capacity building of marine shore operators and local auditors to implement sustainable tourism best practices and comply with the GSTC's sustainable tourism criteria in Flores, Indonesia.
 - January 2009–January 2017, Project Design, Development, and Program Management for Travel Oregon*. Worked with the Destination Development team. Designed and implemented the Travel Oregon Forever Fund, the first statewide giving-back program of its kind, and raised and allocated more than \$100,000 to priority community development and conservation projects. Designed and delivered Rural Tourism Studio programs centered on nature-based tourism development, and supported the development and implementation of the Sustainable Business Challenge and Columbia Gorge Tourism Alliance.

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September 2016–January 2017, Timor-Leste: Scoping of Tourism Activity Options, Project Design, Development, and Management. Worked with the Ministry of Foreign Affairs and Trade of the Government of New Zealand. Led a rapid assessment of tourism in its current state throughout Timor-Leste. Facilitated formal and informal meetings with more than 50 key stakeholders from the private, public and civil sector. Identified investment opportunities to support sustainable tourism development over up to five years. Completed a NZ\$5.2M activity options budget and an Activity Design Document and Program Activity Authority for a NZ\$250,000 project.

August 2012–September 2016, Project Design, Development, Operations Management, and Oversight for the Mesoamerican Reef Tourism Initiative, a multi-stakeholder NGO-private partnership to protect and restore the health of the Mesoamerican Reef in the State of Quintana Roo, Mexico and in the Bay Islands of Honduras. Secured \$900,000 in donor and counterpart funding from the Summit Foundation, Futouris, and private donors. Engaged destination authorities including the Ministry of Tourism/Honduran Institute of Tourism, hoteliers, cruise lines and marine shore excursion providers to adopt and implement more sustainable practices, established private-public partnerships between hoteliers and artisans, and worked with management from the largest hotels to reduce water pollution and energy consumption. Main responsibilities included administering and leading MARTI activities as the Secretariat from December 2015–September 2016, and managing partner relations and technical oversight of the field work undertaken in partnership with Riviera Maya Hotel Association, Grupo Intersectorial, Amigos de Sian Ka'an, CORAL Reef Alliance, and Rainforest Alliance.

April 2013–March 2015, Project Design, Development, and Management for Sustainable Tourism Development for Inclusive Green Growth in Himachal Pradesh. Secured \$313,000 in funding from the World Bank. Engaged key stakeholders from the Government of Himachal Pradesh, Tibetan Government in Exile including His Holiness, the Dalai Lama, and more than 200 community and private sector leaders. Led the development of the Himachal Pradesh 2013 Sustainable Tourism Development Policy and the Dharamshala, Kinnaur, Lahaul & Spiti Sustainable Tourism Action Plans and state-level implementation roadmap, which were approved and adopted by the Government of Himachal Pradesh and are being implemented by the Department of Tourism and Civil Aviation.

November 2012–January 2015, Project Design, Development, Operations Management, and Oversight of Destination Management and Development in Kenya's Northern Rangelands. Secured \$171,000 in funding in partnership with the Northern Rangelands Trust, The Nature Conservancy and Kenya Wildlife Service. Engaged key stakeholders at a government, business and community level and completed an assessment of product, marketing/branding, capacity, policy, etc. Led the development and supported the implementation of a community-led tourism development strategy and investment plan and for each community conservancy and the region as a whole.

October 2010–December 2013, Project Design, Management and Development of the Global Sustainable Tourism Council's Destination Criteria and indicators. Secured \$330,000 in funding from the UN Foundation and National Tourism Authorities. Led the development of global baseline sustainable tourism criteria and performance indicators for tourism destinations and evaluated destination performance against them with support and participation from key stakeholders including the Ministries of Tourism and Tourism Directors from the Samoa Tourism Authority; the State of Quintana Roo; South Sardinia, Italy; United States Virgin Islands Department of Tourism; St Kitts Tourism Authority; SERNATUR, Chile; MINCETUR, Peru; Grupo Ecológico Sierra Gorda, Mexico; Mara Naboisho Conservancy, Kenya; Turismo Lanzarote; Botswana Tourism Organization; Mount Huangshan Scenic Area Administrative Committee; Innovation Norway; and Jackson Hole, Grand Teton & Yellowstone, Wyoming.

February–December 2012, Tourism Lead in the Development of a Strategic Framework for Smart Growth Pathways, Smart Island Aruba 2020. Partnered with the Carbon War Room and New America Foundation to identify innovative and market-driven solutions to climate change, which led to the development of a strategy for implementing low-carbon systems within the agriculture, transportation and tourism sectors.

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1997–August 2002

The World Outdoors – Boulder, CO (sold to Backroads in 2017)

President / Owner

Five years as Owner and President of an international adventure travel and ecotourism company. Responsible for all aspects of the business including strategy development and execution of marketing, sales, and HR and financial management.

- **Business and Program Development.** Doubled revenues and grew to \$1.5M in gross annual revenues with annual profitability. Operated ecotourism and adventure travel programs in 29 countries on all seven continents.
- **General Management.** Managed human resources, facility and information systems during which the company grew to 25 employees.
- **Quality Management and Cost Savings.** Discontinued unprofitable programs, streamlined organizational structure, and refocused strategy to industry leadership programs and sustainable business operations.
- **Group Marketing and Sales.** Actively developed key customer relationships with leading affinity groups and companies such as the American Hiking Society, Cabelas, EMS, and The Smithsonian Institute.
- **Marketing and PR.** Created highly successful, targeted on-line and traditional marketing and PR campaigns.

1995–1996

Roads Less Traveled – Boulder, CO

Director of Operations

- **Human Resource Management.** Oversaw the selection and hiring of all staff, and managed all operational aspects of a multi-regional, soft adventure travel company.
- **Trip Quality Management and Cost Savings.** Planned budgets, managed expenses, and negotiated directly with vendors, outfitters and guides to ensure error-free trips.
- **General Sales.** Responsible for answering incoming calls, fielding customer questions, and working closely with office staff to effectively resolve customer issues. Established and maintained strong network of client relationships resulting in repeat business and referrals.

1994

New England Outdoor Center – Caratunk, ME

Director of Specialty Programs

- **Director of Customer Service.** Effectively responded to requests, inquiries, suggestions, and/or concerns. Created systems to measure customer satisfaction.
- **Director of Outdoor Instruction.** Established, managed and operated canoe and kayak instructional program and an experiential education program. Both programs profitable in their first year.

1989–1993

Related Experience

- Zoar Outdoor Adventure Resort – Charlemont, MA
- Nantahala Outdoor Center – Wesser, NC
- Arches National Park – Moab, UT
- Glacier National Park – E. Glacier, MT
- Yellowstone National Park – Jackson, WY

RESEARCH, CURRICULUM DEVELOPMENT, AND CAPACITY BUILDING

April 2017–March 2018

Destination Sustainability – Portland, OR

Recent Research

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- Guangzhou, China System for Measuring Excellence in Destinations, World Centre for Excellence in Destinations (June-September 2017)
- *Advancing Tajikistan's Tourism Industry*, U.S. Department of State (October 2017)
- *Assessment of the Economic Potential for Tourism in Central Africa, and Identify Impediments and Propose Solutions to Tourism Development (in Cameroon, Central African Republic, Gabon, and Republic of Congo)*, World Bank (December 2017-February 2018)
- *Development of a Tourism Development and Marketing Plan for Pendjari National Park*, African Parks Network (March 2018)
- *Tapping the Tourism Industry for GHF Revenue: Situation Analysis and Recommendations Report*, Global Heritage Fund (February-March 2018)

Recent Publications

- *Taking Regenerative Tourism to Scale – Everyone has a Role to Play* (December 2020)
- *The growth paradox: can tourism ever be sustainable?*, World Economic Forum (August 2017)
- *Tourism and the Sustainable Development Goals*, UNWTO and UNEP (December 2017)

2005–2007

University of Colorado – Boulder, CO

Adjunct Professor

- **LEEDS School of Business**, Courses Taught: Strategies in Sustainable Tourism and Sustainability: Business and the Environment.

September 2002–March 2017 and April 2018–April 2020

Sustainable Travel International – Seattle, WA and **Guyana Tourism Authority** – Georgetown, Guyana

Examples of Research, Curriculum Development and Delivery

- *The Role of Sustainability in Travel & Tourism* (2016)
- *Traveler Perspectives on Destinations and Sustainability* (2013)
- Sustainable Tourism Professionals Certificate Course including, for example, Sustainable Tourism Project Development – A Step by Step Approach, Tourism Destination Management – Achieving Sustainable & Competitive Results, Tourism Investment & Finance – Accessing Sustainable Funding & Social Impact Capital, Sustainable Tourism Enterprise Development – A Business Planning Approach, Tourism Workforce Development – A Guide to Program Assessment & Design, Tourism and Conservation – Sustainable Models & Strategies
- Nature-based Tourism Development workshop for communities
- Festivals and Events Management for communities
- Sustainable Tourism Standards auditor and consultant workshop
- Sustainable Tourism Best Practice industry training workshop
- Travel Better Certificate Course
- Experiential Travel Training Program
- Community-based Tourism Enterprise Development
- Universal Principles for Regenerative Tourism to Serve as a Global Framework for Destinations

INDUSTRY LEADERSHIP POSITIONS

Board Service: 2006–present

- **World Economic Forum.** Travel & Tourism Expert Group (2016–present) and Future of Travel & Tourism Council member (2015–2016)
- **United Nations.** 10YFP Multi-stakeholder Advisory Committee (2014–January 2017)
- **U.S. Department of Commerce.** U.S. Travel and Tourism Advisory Board (2013–2015)
- **MFAT.** Tourism Panel for the New Zealand Ministry of Foreign Affairs and Trade (2014–present)
- **Caribbean Tourism Organization.** Sustainable Tourism Technical Committee (2011–2013)

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- **The Travel Corporation.** TreadRight Foundation Advisory Panel (2006–2012)
- **Adventure Travel Trade Association.** Adventure Travel Guide Standard Governance Board (2016–March 2018)
- **Columbia Gorge Tourism Alliance.** Board of Directors and Advisory Committee (2016–March 2018)
- **Transformational Travel Council.** Advisory Board (2017–present)
- **Fundación Panameña de Turismo Sostenible.** Advisory Board (September 2020–present)
- **Ec lodges Indonesia.** International Advisory Group (2010–2013)
- **Protected Areas Commission of Guyana.** Appointed Observer of the Board of Directors (June 2018–April 2020)

Volunteer Service: 2005–present

- **World Travel and Tourism Council** – Washington, DC *Destination Awards Judging Panel* (2005–2011) **Tourism for Tomorrow Awards.** Finalists selected from hundreds of applications from more than 35 countries representing the full spectrum of travel and tourism enterprises and destinations.
- **Condé Nast Traveler** *Accommodations, Airlines, and Destinations Judging Panels* (2009–2013) **World Savers Awards.** Finalists selected from dozens of applications.
- **Green Destinations** *Global Selection Panel Leader* (2016-2018) **Sustainable Destinations Top 100.** Finalists selected from applications worldwide. Co-founder of the **Global Leaders** program (2018-present)

EDUCATION

1993–1994

Springfield College – Springfield, MA

Master of Education, Recreation Management

- Teaching Fellowships: East Campus Outdoor Center and the Recreation and Tourism Department

1988–1992

Auburn University – Auburn, AL

Bachelor of Liberal Arts

- Major: Psychology with an emphasis on Industrial/Organizational Psychology and Business

REFERENCES

- Dominic Gaskin, former Guyana Minister of Business; Phone: +592 227 3968, Email: domgaskin@gmail.com
- Dr. Louise Twining-Ward, Senior Private Sector Specialist Tourism Trade & Competitiveness at the World Bank; former President of Sustainable Travel International; Phone: 917-671-7063, Email: ltwinningward@worldbank.org.
- Todd Davidson, Chief Executive Officer of Travel Oregon; Phone: 503-967-1568, Email: todd@traveloregon.com

INTERESTS

Passionate about community-led tourism and conservation. Recreation and leisure interests include trail running, kayaking, rafting, mountain biking, skiing, snowboarding, reading, and spending time with family and friends.