

ABOUT

Oldford Global is the practice of Woodrow Oldford, a destination governance and economic development strategist with 20+ years of senior executive leadership across Canada, Latin America, and the Middle East.

He works with governments, ministries, PIF-backed development authorities, and national destination management organizations on the institutional frameworks that determine whether tourism generates lasting social, environmental, and economic impact. His work spans DMO formation, governance design, destination strategy, and the accountability frameworks that determine whether a destination performs against social, environmental, and economic objectives.

Engagements have included serving as Interim Head of DMO for a 14-destination regenerative development in Saudi Arabia, building Panama's national DMO and attribution model, and growing year-round destination performance at one of Canada's most visited national parks.

His practice is built on a single conviction: that destinations which are governed well generate impact that lasts.

ENGAGEMENT TYPES
Strategic Advisory

Retained strategic counsel for governments, boards, and DMO leadership. Covers governance, strategy, brand positioning, and measurement frameworks. Structured as a retained monthly engagement with defined access and deliverables.

Typical duration: 6 to 12 months

Interim Executive Leadership

CEO, CMO, or CSO functions during formation, transition, or recovery. Appropriate when an organization cannot wait for a permanent appointment.

Typical duration: 6 to 18 months

DMO Formation

End-to-end institutional design for new destination authorities. Governance framework, enabling legislation review, board design, operating model, measurement framework, and transition planning.

Typical duration: 12 to 24 months

Strategy Reset

Governance diagnosis, stakeholder assessment, measurement audit, and rebuilt strategic framework. Appropriate when a DMO has stalled, a mandate is under threat, or a new leadership team needs a credible foundation.

Typical duration: 6 to 10 weeks

CAREER

2023 - Present

Managing Principal
Oldford Global Consulting

Strategic advisory and interim executive mandates. First engagement: Interim Head of DMO, Red Sea Global (PIF-backed, Saudi Arabia) - 14 destinations, 29-role organizational design, five-year roadmap, four-market GCC brand launch.

2020 - 2023

Chief Marketing and Strategy Officer, Acting CEO
PROMTUR Panama

Built Panama's national DMO from zero. National destination brand, seven-source attribution model, all four-year targets achieved ahead of schedule.

2016 - 2020

VP Global Marketing
Banff & Lake Louise Tourism

Year-round occupancy 65% to 78%. Qualified leads 675K to 2M+. 3,366 earned media placements across 33 countries.

2010 - 2016

Director, Creative Services & Digital Operations
WestJet

Head of digital platforms, in-house agency, and e-commerce performance for Canada's second-largest airline.

SELECTED OUTCOMES

3 DMOs	2 national DMOs built from formation, 1 restructured
USD 1.8B	Annual economic impact attributed to a USD 22M promotional investment, Panama
21.8x	Return on direct marketing investment, Panama attribution model
53% to 78%	Industry satisfaction growth, four-year mandate, PROMTUR Panama
65% to 78%	Year-round occupancy growth, Banff National Park

PUBLISHED PERSPECTIVES

- [Destination Governance: Five Structural Conditions for Long-Term Institutional Performance](#)
- [DMO Formation from Zero: Six Decisions That Determine Whether It Works](#)
- [When the DMO Loses Its Way: A Recovery Framework](#)
- [Connecting a USD 22M Investment to USD 1.8B in Economic Impact](#)
- [Building a Destination Brand Framework: From DNA to Deployment](#)
- [Panama National DMO: Case Study](#)