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Summary

Seasoned Tourism Executive with extensive domestic and overseas experience in tourism related economic development for U. S. states, territories and countries. Outstanding history of creating efficient ROI's to state and country treasuries through successful marketing strategies, measured by market and accountability research programs.

Strengths

Exceptional strategic and analytical skills – Persistence and creativity in achieving results – Effective negotiation and management of contracts – Clear and concise preparation of briefs, impact studies and implementation options for a wide range of stakeholders – In depth understanding of leisure and business travel markets – Large scale project management – Unflagging energy – Ability to produce effective results in compressed timeframes –

Maine Department of Economic and Community Development (DECD)

Acting Commissioner, DECD

January 8-August 22, 2003

Director of Tourism

July 1995-February 2007

Developed Five-Year Tourism Strategy with cooperation of industry leaders and trade associations. Obtained industry and legislative support for tourism promotion budget increases from \$1.8 million in 1995-6 to \$4.6 million in 1998-9, and commenced implementation of Strategy in 1996. Initiated market and accountability research programs. Developed and directed integrated marketing campaign that returned \$18.00 to the state treasury for each \$1.00 expended from summer, 1997 through October 1998. Each subsequent year has shown an increase in efficiency and R.O.I. Consulted on and supported air service development programs for Portland, Bangor and Presque Isle airports, which resulted in new service by Delta Air Lines, Northwest Airlines, Comair and Business Express. Worked with government officials, legislators and private sector representatives to develop and secure passage of a dedicated funding formula for tourism promotion, which resulted in ongoing funding in excess of four times the budget available at the beginning of my tenure. Completed development of second five-year plan and commenced implementation in January 2002. Served as Acting Commissioner of the Department of Economic and Community Development pending the appointment of a permanent Commissioner by Governor Baldacci.

Agamemnon Operating, Inc. dba CirrusAir - April 1994-June 1995

Executive Vice President

Retained by the parent company of this integrated air/ground courier service to assist with restructuring six months after its acquisitions through bankruptcy court. Reduced air-operating costs by over 20% through improved scheduling and fleet allocation. Analyzed air and ground operations to determine route profitability and revised pricing structure. Directed development of management information systems by data processing department.

Pocono Airlines, Inc. dba Trans World Express Airlines - July 1989-March 1994
President and Chief Executive Officer

Recruited by parent company and joined carrier five months after operations re-commenced following a Chapter 11 filing and re-organization. Ascertained that new business plan was not viable and that available resources precluded changes required to develop profitability. Charged by Parent Corporation with shutdown and orderly liquidation.

Virgin Islands Seaplane Shuttle, Inc. dba Trans World Express Airlines - July 1987-July 1989
Vice President and General Manager

Retained as consultant in 1987 to develop a new business plan. Appointed General Manager in January 1988. Negotiated code-sharing agreement with TWA. Appointed Vice President/General Manager in June 1988 by new owners. Responsible for expanding operations with land based aircraft and preparing company for sale.

Resort Commuter, Inc. dba Trans World Express Airlines - November 1985-March 1987
President and Chief Operating Officer

Responsible for developing an on-demand charter carrier into a scheduled TransWorld Express carrier. Obtained operating certificate and arranged acquisition of four turbine powered aircraft. Negotiated service contract with TWA. Responsible for all day-to-day operations of the airline.

Davidson-Peterson Associates, Inc. - 1980-1985
Director, West Coast

Provided consulting services on the design and implementation of marketing programs to clients in the travel and financial services industries. Clients included the Greyhound Corporation, Six Flags Corporation, State of Montana Division of Tourism, California Department of Commerce and the G. A. Thompson Group, Inc.

New York State Department of Commerce – I Love NY Campaign – 1978-1980
Director of Tourism, Deputy Commissioner of Commerce

Responsible for reorganizing New York State's tourism department to support the \$ 7,000,000 tourism promotional campaign. Developed and negotiated joint promotional programs with domestic and foreign airlines, ground transportation companies and travel wholesalers. Directed public relations activities, market research and advertising contractors. To this day, the "I Love New York" tourism promotional program was arguably the best destination marketing program in the history of destination development.

United States Virgin Islands Department of Commerce – 1976-1978
Director of Tourism

Following the infamous "Fountain Valley Massacre", reorganized the Tourism Division of the U.S.V.I. Department of Commerce. Developed and implemented the first professionally planned marketing program for the islands in the USA, Canada and Europe. Initiated and directed market research, advertising and public relations programs. Received Silver Anvil Award from the Public Relations Society of America for Excellence in Promotional Publicity. Responsible for Cruise Ship, Airline service and package tour development programs. Tourist traffic and revenues recovered during this period from a ten year low to an all time high.

BahamasAir Holdings, LTD – National Flag Carrier of the Bahamas Islands – 1972-1975
First Board Chairman

Following frustrating attempts to maintain sufficient service by air to and within the Bahamas, founded and served as first board chairman of the national airline of the Commonwealth of the Bahamas. Negotiated foreign air carrier certificate from the C.A.B.; created marketing programs for internal services and entry into the Miami-Nassau-Freeport markets. Developed interline relations with U.S. and foreign carriers.

Bahamas Ministry of Tourism - 1967-1972
Deputy Director of Tourism and Marketing Director

Developed and directed tourism marketing and package tour development programs for the Bahamas Government in North America and Europe. Responsibilities included Air Service and Cruise Ship development activities. Appointed by the Prime Minister as advisor on aviation matters and acted as liaison with the C.A.B. and C.A.A. (UK) Served as chairman of a committee charged with the formation of a national airline and negotiated the acquisition of two commuter air carriers that led to the formation of Bahamasair.

Current Development Company, LTD Prior to 1967
President

Founded and operated several businesses in the Bahamas Islands, including building and operating a resort hotel, land development company, restaurants and night clubs, and several retail shops.

Education

Dartmouth College, Hanover, New Hampshire - Bachelor of Arts
International Marketing Institute - Harvard Business School, Cambridge, Massachusetts

References Available Upon Request